

METSWEDING DISTRICT MUNICIPALITY

IDP Review 2008-2009



TABLED FOR APPROVAL
29 MAY 2008

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Spatial Development Framework
 Disaster Management Plan (Draft)
 Public Participation Strategy
 Local Economic Development Strategy – Executive Summary
 Integrated Transport Plan – Summary
 Integrated Waste Management Plan – Summary
 Water & Sanitation Plan – Summary
 Land & Housing Strategy – Summary
 Performance Management System – Draft Summary
 Attendance Registers: Kungwini IDP Public Meetings
 Attendance Registers: Nokeng Tsa Taemane Local Municipality
 Written Comments on draft IDP: Kungwini Local Municipality
 Comments on Draft IDP: Nokeng Tsa Taemane Local Municipality

1. INTRODUCTION

1.1. Integrated Development Planning

The notion of integrated planning was introduced in the Local Government Transition Act, 1996 through the requirement to develop Integrated Development Plans (IDPs). The content and purpose of IDPs were then further described in the White Paper on Local Government and formally introduced through the Municipal Systems Act (MSA), 2000.

The IDP, in short, is a plan that:

- Links, integrates and co-ordinates the functions and strategies of a municipality;
- Aligns the resources of a municipality with the agreed-upon objectives and outcomes;
- Forms the overall strategic plan for the municipality; and
- Is a mechanism for participation and democratisation of local government.

The municipal IDP process is part of a broader development agenda where developmental local government is the delivery face of both national and provincial government. The Metsweding District Municipality's (MDM) IDP Review 2008/2009, is a documentation of the processes followed by the district municipality, and its local municipalities, to ensure that developmental local government is a reality for the communities that it serves.

Section 27 of the Municipal Systems Act (32 of 2000) requires each District Municipality to adopt a process plan for integrated development planning, after following a consultative process with the Local Municipalities in its area. The process plan should address at least the following aspects:

- National and Provincial plans and planning requirements.
- Matters for alignment to be included in the District and Local IDPs.
- The principles and approach to be applied to alignment matters.
- Procedures for consultation between the District and Local Municipalities during the respective IDP processes, as well as procedures to effect amendments to the District IDP Framework.

The District IDP Framework can be regarded as an integral part of the IDP Process Plan, which in addition to the above matters, should address issues such as:

- Programme for the IDP process.
- Methodology that is to be followed in the IDP process.
- Content and output of the IDP process.

The process plan focuses on the compilation of a draft IDP and is summarized in Table 1 below:

Table 1: IDP Process Plan

Activities	Time frames (2007/8)	Responsibilities
Approval of process plan	September 2007	
District Framework	September 2007	DM and LMs to give comment and reach agreement
LMs participation processes (1 st round)	NTTLM 04,07,08,13,14 Nov 2007 KLM 21-23 Nov 2007	LMs to assess the needs of local communities and build capacitation regarding developmental issues and challenges.
Analysis and Assessments	Oct – Nov 2007	DM and LMs to provide relevant information. LMs should focus on local issues while the DM needs to ensure that provincial sector information is provided, especially budget information. The spatial analysis and

		understanding is an important component, for both the DM and LMs, of this phase.
Assessment of provincial sector department implications	Feb 2008	DM, LMs and provincial sector departments to discuss project implications.
Strategy Development	Dec 2007 – Feb 2008	The focus is on alignment issues and the DM and LMs need to take responsibility for content issues.
Program and Project identification	Feb 2008	The LMs need to provide most of the local information while the DM needs to ensure that all provincial and national initiatives are identified.
Implementation Plan	March 2008	The implementation plan's focus will be on the DM.
LMs participation processes (2 nd round)	NTTLM 8,9,10,13,15 & 16 April 2008 KLM 2, 3 & 4 April 2008	LMs to present draft IDPs to local communities and provide them with the opportunity to make inputs on the draft IDPs.
Comment Period	April 2008	The DM must ensure that relevant comments are received.
Adopt draft IDP	27 March 2008	Council
Finalise budget	May 2008	DM to finalise proposed budget
Adopt IDP	29 May 2008	Council

Table 2: IDP Framework Programme with Timeframes

[illegible]

July to July Road Map Engagements

Gauteng Department of Local Government (GDLG) introduced a programme referred to as July to July Road Map. The Programme is part and parcel of GDLG's attempt to improve the IDP Process as well as to ensure that there is a structured engagement between municipalities and provincial government departments and sectors across the province on issues affecting the IDP Process. This relates to sharing of information around policies, plans, programmes, projects, initiatives and budgets. The July to July Road Map has been approved by the Gauteng legislature and further endorsed by Executive Mayors from all municipalities and metros in the Gauteng Province.

The IDP Process plans that have been developed by the municipalities in the District of Metsweding also reflect the harmonization of planning programmes in Gauteng Province. One of the key evidence is the District Engagement process facilitated by GDLG. A summary of the July to July Road Map is detailed below:

Table 3: July to July Road Map

Activity	Period
September Engagements Each Gauteng Provincial Government(GPG) sector department to meet with Metsweding and its locals Discussions on planned GPG projects in Metsweding District Municipality (MDM) municipal area for 08/09, MTEF and beyond Discussions around implementation of the 07/08 IDP Progress on addressing issues and commitments from April Analysis week Discussions with National Departments should also take place	September-October 2007
November Engagements Detailed engagement All key managers from district and locals as well as GPG Presentation of the draft GPG Budgets Progress on municipal planning and budgeting process	November 2007

Progress on commitment implementation and key issues raised Issues relating to 2008/09 planning process thus far	
Each GPG Department – continued one on ones with MDM to finalise projects and budgets as well as to address issues of commitment as well as other developmental issues GPG task team to finalise budgets with sectors February engagements Small-IDP Coordinators and TSC- one venue Final projects and budgets info distributed Discussion on key issues, public participation	December 2007-February 2008
March Engagements IDP Commenting process on Draft IDP's Preparation of reports on Analysis, Comments and Commitments by sector departments Discussion of the analysis comments and commitments	March-April 2008
May-June Engagements MEC Engagement Dissemination of results of analysis and comments Finalisation of key commitments Hand in of final IDP's MEC Comments on final IDP's Final Reports of PCF, EXCO and National Prep for 2009/10 IDP Review Process	May-July 2008

1.2. Roles and Responsibilities and Institutional Arrangements

In order to implement the IDP Review Process Plan, MDM allocated roles and responsibilities to different internal stakeholders. The specific roles and responsibilities of these stakeholders are outlined in the table below:

Table 4: Institutional Arrangements

Entity	Responsibility
IDP Manager	The roles of the IDP Manager are the following: • Chair the IDP Steering Committee; • Manage the Development and review process of the IDP; • Develop the process plan and the district framework that guide the local municipalities; • Advise the municipal manager and Council on IDP related issues • Manage information from the IDP Representative Forum and inputs from the public; • Ensure that all relevant stakeholders are appropriately involved; • Ensure both horizontal and vertical integration and alignment; and • Align the IDP in accordance with the MEC's inputs
The IDP Steering Committee	The Steering Committee comprises of Heads of Departments of MDM and its roles involve the following: • Support the IDP Manager in the management and review of the process; • Provide the terms of reference for the different planning activities; • Commission research studies; • Consider comments and inputs from sub-committees, study teams and consultants, inputs from provincial sector departments and support providers; • Prepare, facilitates and documents meetings; • Decide on the establishment of the IDP Representative Forum and identifying stakeholders including community organisations, sector departments, service providers, and resource persons; and • Provide technical (content) input into the IDP.
Project Task Teams	• The Project Task Teams are small operational teams composed of a number of relevant municipal and

	provincial sector departments and technical people, and where relevant, communities of stakeholders affected by the project. The Teams are ad hoc and are specific to the development of projects
IDP Technical Committee	• Comprises IDP Managers from three Municipalities in the district and representative from Gauteng Department of Local Government, Offices of the Municipal Manager, Speaker, Finance, Technical, Community and Corporate services • Provide Technical Input and advise on IDP matters and trends • Provide expert advise
Office of the Executive Mayor	• Drive the IDP Review Process • Ensure that the IDP Process goes according to plan • Table IDP and Budget in Council
Office of the speaker	• Ensure that there is community participation process • Ensure that all the relevant stakeholders within and outside the municipality are involved
Communities	• Identify priority needs in their areas • Provide feedback on the performance of the municipality
Sector Departments	• Constituted mainly by Gauteng Provincial Government Departments • Provide sectoral inputs into the IDP Process • Provide budgetary information • Provide policy guidance and new trends

1.3. Legal and Policy Context

Core planning requirements are summarized in **Table 5** below.

Table 5: Core Planning Requirements

Sector / National Line Department	Plan Required / Compliance to Principles	Legislation*
Environment (DEAT)	Sustainability Principles	National Environmental Management Act, 107 of 1998.
	Integrated Waste Management Plan	Waste Management Planning was established in terms of the National Waste Management Strategy. In terms of the subsequent Action Plan on Integrated Waste Management Planning, first generation integrated general waste management plans would be developed by local government and submitted to the provincial environmental departments for review within the period 2002 to 2004, and would be ready for implementation by January 2005.
	Air Quality Management Plan (part of IDP)	National Environment Management: Air Quality Act, 39 Of 2004 (date of commencement to be proclaimed).
	Environmental Impact Assessment (relevant to project planning / implementation).	Latest development: Amended Draft EIA Regulations (14 Jan 2005).
Water (DWAF)	Water Service Development Plan (for water service authorities; in Metsweding District the two Local Municipalities are the authorities according to information on www.dwaf.gov.za).	Water Services Act, 108 of 1997.
Transport (DoT)	The Act provides for the following plans, depending on municipality's status as transport authority: "Section 19(1): ... (c) current public transport records	National Land Transport Transition Act, 22 of 2000. Relationship between plans according to the Act (section 19(2)):

Sector / National Line Department	Plan Required / Compliance to Principles	Legislation*
	<i>provided for in section 23;</i> <i>(d) operating licenses strategies provided for in section 24;</i> <i>(e) rationalisation plans provided for in section 25;</i> <i>(f) public transport plans provided for in section 26;</i> <i>(g) integrated transport plans provided for in section 27."</i>	<i>"(c) every transport authority and core city, and every municipality required to do so by the MEC, must prepare a public transport plan of which a current public transport record and an operating licenses strategy, and, if it has subsidized public transport services, a rationalisation plan, form components;</i> <i>(d) transport authorities and core cities, and other municipalities requested by the MEC, must prepare an integrated transport plan of which the public transport plan forms a component."</i>
Housing (NDoH)	Principles for Housing Development (Housing strategy and targets to be contained in IDP.)	The Housing Act, 107 of 1997.
Spatial Development Framework (DPLG / DLA)	Part of IDP	Local Government: Municipal Systems Act, 32 of 2000. (Need to monitor progress of Land Use Management Bill, not proclaimed into Act yet.)
Disaster Management Plan (DPLG)	Disaster Management Plan (part of IDP)	Local Government: Municipal Systems Act, 32 of 2000.

Other Legislative Considerations / New Policy Developments

In addition to the above planning requirements, some other recent legislative and policy development will have an impact on aspects of the IDP planning and implementation processes. Some of the most crucial to note are listed in **Table 6** below:

Table 6: Legislative/Policy Considerations

Legislation / Policy (and National Line Department)	Area of Impact
Accelerated and Shared Growth Initiative for South Africa (ASGISA)	The initiative is aiming to achieve these objectives by maintaining an economic growth rate of 5% between now (2006) and 2014, between 2005 and 2009 maintaining an annual growth rate of 4.5% and between 2010 and 2014 maintain an annual growth rate of 6%.
Intergovernmental Relations Framework Act, 13 of 2005 (DPLG)	Institutional mechanisms for intergovernmental relations; provision for implementation protocols.
Annual Division of Revenue Act (DoRA)	Portion of funds raised by national government distributed to local government, important consideration in budgeting / financial planning.
Local Government: Municipal Finance Management Act (MFMA).	Framework for financial management and governance.
Municipal Property Rates Act, 2004.	Enhancing the local government revenue base.
Reviewed National Spatial Development Perspective (NSDP) , 2006	Spatial planning principles and methodologies.
Redetermination of the Boundaries of Cross-Boundary Municipalities Act, 6 of 2005	Re-demarcation of part of cross-boundary municipalities into separate provinces.
Discussion document: Options for replacement of RSC and JSB Levies.	Available for comment on National Treasury website; important for consideration in financial planning for District.
Gauteng Spatial Development Perspective (GSDP)	Spatial planning principles and methodologies.

Both the Intergovernmental Relations Framework Act and the Gauteng Growth and Development Strategy (GGDS) are important inputs into the District's IDP process.

The purpose of the Intergovernmental Relations Framework Act is to establish a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations and to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.

The Act also indicates that the proposed object of the act is to facilitate coordination in the implementation of policy and legislation, including:

- Coherent government;
- Effective provision of services;
- Monitoring implementation of policy and legislation; and
- Realisation of national priorities

For Gauteng in particular, the GGDS provides a framework for the integration of the Province's policies and objectives in various areas of operation. The GDS specifically integrates the Province's Trade & Industry Strategy, Gauteng Integrated Development Plan, the Local Economic Development Strategy and the State of Environment Report and Environmental Implementation Plan and emerging policy initiatives on building Gauteng as a global city region and on land use.

In terms of a provincial presentation and discussion, the GSDP is an exercise of mapping of provincially significant areas of **economic potential** (demonstrated and latent) and **need**; and their functional interrelations to inform spatial economic choices that Gauteng is faced with. It involves the interpretation of the space economy to guide infrastructure investment and government spending and impacts implementation.

The GSDP is also a Provincial response to the NSDP and an extension and providing a spatial context to the GGDS.

The premise on which the National Spatial Development Perspective (NSDP) is based is one which seeks to redress the spatial imbalances caused by Apartheid planning.

This it aims to do by encouraging government to make urbanisation and urban economic development central in its prioritisation for development spending. Urbanisation is encouraged as long as major growing areas are the focus of development spending and economic growth as long as economic sectors that are growing very fast are made central in the focus for development in specific localities.

The NSDP seeks to set a spatial rational for focusing all government (National, Provincial and Local) efforts on centralised areas. The NSDP does recognise that in areas where economic growth is not growing as fast, that in these areas basic services need to be provided and so is the need to provide skills and education to ensure that people living in those areas are able to move to major centre where they can find job opportunities.

Although there are challenges in the spatial economy of Metsweding itself, the opportunities that the principles of the NSDP present for Metsweding far outstrips the challenges it is faced with, these are:

- In terms of the NSDP's opportunity assessments Metsweding find itself in within a Province with the fastest growing economy in South Africa,
- The municipality is within daily commuting distances to Tshwane, Ekurhuleni and even Johannesburg Metropolitan Council which have the largest and growing job opportunities in South Africa.
- These metropolitan areas are the major education and skill development centres in the country,
- On its own merits Metsweding within Gauteng has had the fastest growing economy in the province, thus on the basis of this growth major targeted expenditure as a result of the NSDP principles can be injected into the growing sectors and other economic sectors critical for growing job opportunities in the municipality.

- The NSDP indicates a strong commitment to the development of human resources, should these imperatives be realised these municipalities may benefit enormously from these programmes.

The NSDP and GSDP are important documents that influence both the spatial and economic development of the district. The implications of NSDP and GSDP principles and objectives on planning in the district were assessed and addressed as best as possible. More detailed discussions and assessment are needed in future.

Breaking New Ground Policy

The policy document, ***Breaking New Ground: A Comprehensive Plan for the Development of Sustainable Human Settlement***, provides the following guidelines:

- Residents should live in a safe and secure environment, and have **adequate access** to economic opportunities, a mix of safe and secure housing, and tenure types, reliable and affordable basic services, educational, entertainment and cultural activities, and health, welfare and police services.
- Ensure the development of **compact, mixed land use**, diverse, life-enhancing environments with maximum possibilities for **pedestrian movement and transit** via safe and efficient public transport in cases where motorised means of movement is imperative.
- Ensure that low-income housing is provided in **close proximity to areas of opportunity**.
- Integrate previously excluded groups into the city, and the benefits it offers, and to ensure the development of more **integrated, functional and environmentally sustainable** human settlements, towns and cities. The latter includes densification.

- Encourage **Social (Medium-Density) Housing** – Social Housing is generally medium-density, and this housing intervention may make a strong contribution to urban renewal and integration.
- There is a need to move away from a housing-only approach to a more **holistic development of human settlements**, including the provision of social and economic infrastructure.
- **Multi-purpose cluster concept** will be applied to incorporate the provision of primary municipal facilities, such as parks, playgrounds, sports fields, crèches, community halls, taxi ranks, satellite police stations, municipal clinics, and informal trading facilities.
- More **appropriate settlement designs and housing** products, and more acceptable housing quality.
- Enhancing settlement design by including design professionals at planning and project design stages, and developing **design guidelines**.
- There is a need to focus on changing the face of the stereotypical RDP houses, and settlements, through the promotion of **alternative technology and design**.
- Social housing must be understood to accommodate a **range of housing product** designs to meet spatial and affordability requirements. Social housing products may include:
 - Multi-level flat, or apartment options, for higher income groups, incorporating beneficiary mixes to support the principle of integration and cross-subsidisation;
 - Co-operative group housing;
 - Transitional housing for destitute households; and
 - Communal housing with a combination of family and single-room accommodation with shared facilities and hostels.
- **Funding support** will shift away from the current emphasis on uniform individual subsidies towards equity support for social institutions, determined as a percentage of the total capital cost of the project, including medium-density housing, communal housing, hostels and transitional housing.

The directives, presented above, should be translated into a hierarchy of spatial directives and normative principles.

1.4. Powers and Functions

The powers and functions of a District Municipality are summarized in **Table 7** below:

Table 7: Legislative Mandate

Act	Objectives of LG	Purpose of a DM	Functions/Outcomes of a DM
Constitution. section 152, section 155(4)	- to provide democratic (both representative and participatory) and accountable government; - to ensure the provision of services to communities in a sustainable manner (including a safe and healthy environment); and - to promote social and economic development.	- in order to meet the basic needs of the community, it must ensure that services are provided throughout the district on an equitable manner, that is, according to need; and - it must ensure that services are provided in a sustainable manner, that is, that the consumer of services can afford them and the supplier can provide them within its own means on an ongoing basis.	- redistribute resources within a district according to need; - assist and capacitate local municipalities in order for them to provide, and sustain the provision of, services in their areas; and - promote economic development in the district because sustainability of the provision of services (as well as the general well-being of the inhabitants) is dependent upon a productive local economy.
White Paper on local government		- to build local municipalities where there is no capacity; - to initiate economic development of the district; - to plan land-use in the district; - and to provide in the basic needs of people living in deprived areas.	
Municipal structures Act 117 of 1998, Section 83(3)		- Integrated social and economic development: the development planning and services of the district must cohere; local municipalities should not pursue divergent or conflicting policies which can be to the detriment of those municipalities or the district. - Sustainable social and	- There is an integrated development plan for the district as a whole, which includes a framework for integrated development plans for the local municipalities. - The passenger transport services are regulated on a district wide basis. Key to the integration of

Act	Objectives of LG	Purpose of a DM	Functions/Outcomes of a DM
		economic development: the development of the district must be self-reliant and cost-effective through promoting bulk infrastructural development and services for the district as a whole, and building capacity of local municipalities where such capacity is lacking. • Equitable social and economic development: to promote the equitable distribution of resources between the local municipalities to ensure appropriate levels of municipal services within the area.	the district is the effective and efficient movement of persons within the district. Regulation must seek to achieve this. • Roads that form an integral part of the road transport system of the district as a whole are maintained, constructed etc. Key to the integration of the district is the effective and efficient movement of goods and people within the district. Maintenance, construction and regulation of the district wide road transport system must seek to achieve this. • Infrastructure for the bulk supply of water, electricity and sewerage is developed in the district. Through the development of infrastructure, cost-efficient supplies and services can be provided. (Delegated to LMs) • Water, electricity and sewerage are directly provided to local municipalities. The economies of scale of bulk supply make for cost-effectiveness. (Delegated to LMs) • Capacity of local municipalities is built where such capacity is lacking.

1.5. MEC Comments

Table 8 indicates the relevant strategic objective/s that will address the MEC comments on the 2007-2012 approved MDM IDP as well as comments made at various engagements with the provincial department and the MEC.

Table 8: Addressing Provincial Comments

MEC Comments	Specific Intervention
1. The MDM should play a critical role in coordinating the alignment of the various plans and strategies (e.g. PGDS, GCR, ASG-ISA, NSDP) within the region, as well as with the other spheres of government.	The municipality in collaboration with the Presidency and DED are in the process of aligning the NSDP, GSDP, & IDP. The study will be completed in September 2008.
2. The MDM IDP appears to reflect a general absence of joint planning and consultation between the district and its local municipalities.	IDP Technical Committee is established and it consists of representatives from the Provincial MIDP, District and the two locals regarding planning and public participation.
3. The MDM is encouraged to continue to facilitate and coordinate issues of development with surrounding municipalities.	Efforts are made to engage neighbouring municipalities. A comprehensive analysis of their planning processes has been done and considered in the IDP. This process has also started with the formulation of the SDF document, where SDF documents for all neighbouring municipalities (i.e. Ekurhuleni Metropolitan Municipality, City of Tshwane, Nkangala District Municipality and Waterberg District Municipality) were taken into account. After completion of the document, the neighbouring municipalities were individually contacted and given a copy of the SDF to give their comments/views.
4. It is recommended that the MDM work in collaboration with its local municipalities in implementing the district-wide Spatial Development Framework (SDF).	NTTLM has not yet consolidated their SDFs into one SDF and the District is still waiting for KLM to finalise their SDF in order for MDM to review the SDF to be aligned.
5. It is recommended that MDM should develop a tourism strategy in order to synergise tourism initiatives in the region and also coordinate associated activities including employment opportunities, skills development and economic growth.	District in collaboration with DBSA are in the process of appointing a service provider to develop the Tourism Master Plan to be completed in September 2008.
6. There is a need for MDM to focus greater	District together with its locals have an IGR

attention on intergovernmental coordination to strive towards integrated service delivery for citizens. The MDM should take advantage of the July 2007 to July 2008 road map through its IGR structures to ensure harmonization and alignment in the planning process.	structure to coordinate the functioning of the municipalities at political and technical level i.e. Mayors' Forum, Speakers Forum, Chief Whips Forums and MMs Forums.
7. The MDM should play a key role in facilitating the development of Electricity Master Plans in order to assist its local municipalities to meet the 2012 national electricity target of ensuring that all households have electricity by 2012.	District in collaboration with DBSA are in the process of appointing a service provider to develop the Electricity Master Plan to be completed in September 2008.
8. The MDM should speedily develop and approve a Disaster Management Plan in collaboration with its local municipalities.	Disaster Framework Policy and Risk Assessment Plan has been approved by Council on the 27 March 2008.
9. The organogram that is included in the IDP does not reflect the entire organisational structure of the MDM and is therefore incomplete. The MDM should bear in mind that by 2009 there must be 50% female representation at senior management level.	District is currently reviewing the organisational structure. Only the micro structure has been agreed upon and the final organisational structure will be submitted to council at the end of May 2008.
10. The MDM should cascade PMS beyond Section 57 employees within the municipality. There should be clear linkage between the IDP, budget, PMS and the SDBIP. The PMS should be attached as an addendum or forms part of the IDP.	The PMS Manager has been appointed and currently busy with the process of cascading PMS to the entire organisation to link with IDP, Budget and SDBIP.
11. The MDM should initiate the IGR fora and also ensure their effective operation.	IGR in place, both at political and technical level. It has been approved by Council.
12. The MDM should urgently develop a communication strategy to improve communication with its local municipalities.	Draft strategy in place. District Communication Forum is established in March 2008.

2. ANALYSIS PHASE: CURRENT SITUATION

2.1. Locality of the District

Metsweding District Municipality is situated in the north eastern part of Gauteng Province. The Municipality is approximately 45km from Pretoria. It is bordered by City of Tshwane Metropolitan Municipality to the west, Waterberg District Municipality to the north (Limpopo Province), Nkangala District Municipality to the east (Mpumalanga Province). The N4 National route traverses the middle of the District Municipality in the east-west direction whereas the N1 National route abuts the Municipality in the western side. MDM consists of two local municipalities, namely, Nokeng Tsa Taemane Local Municipality and Kungwini Local Municipality.

2.2. Demographics

2.2.1. Population Figures

The population within Metsweding District Municipality is estimated at 196 341 by 2008 compared 162 266 in 2001. The increase is based on the annual District growth rate of 3%. In the Local Municipalities of the District, the population estimates are as follows; Nokeng Tsa Taemane is expected to have a population of 58 007 by the year 2008 compared to 53 203 in 2001. The growth rate in Nokeng Municipality is 1% which is relatively smallest in the district. Kungwini Local Municipality has a population of 139 600 in 2008 compared to 109 063 in 2001. The annual growth rate in Kungwini Municipality is 4%. There are 85091 males and 77179 females in the entire district as indicated in the figure 1 below. The number of households within the district is 51 004, with KLM contributing 34 170 and NTTLM contributing 16 834 as indicated in figure 2. The household size in Metsweding is largely between 1-5 persons per household.

Figure 1: Gender

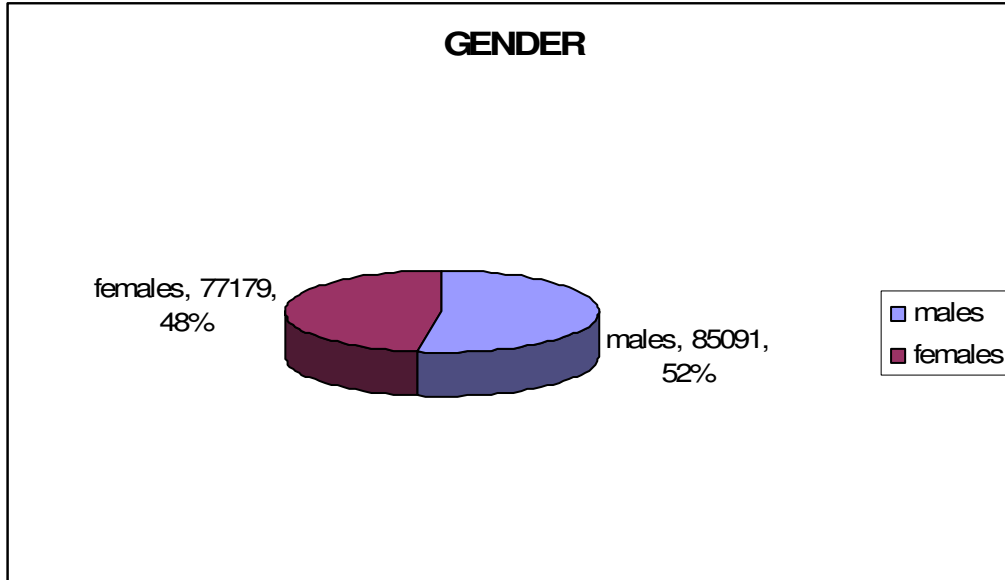
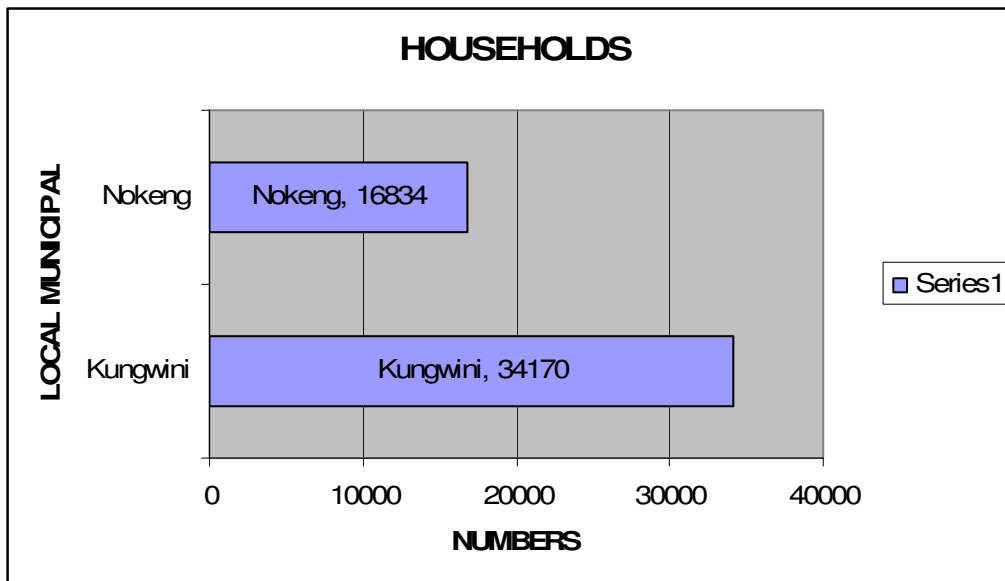


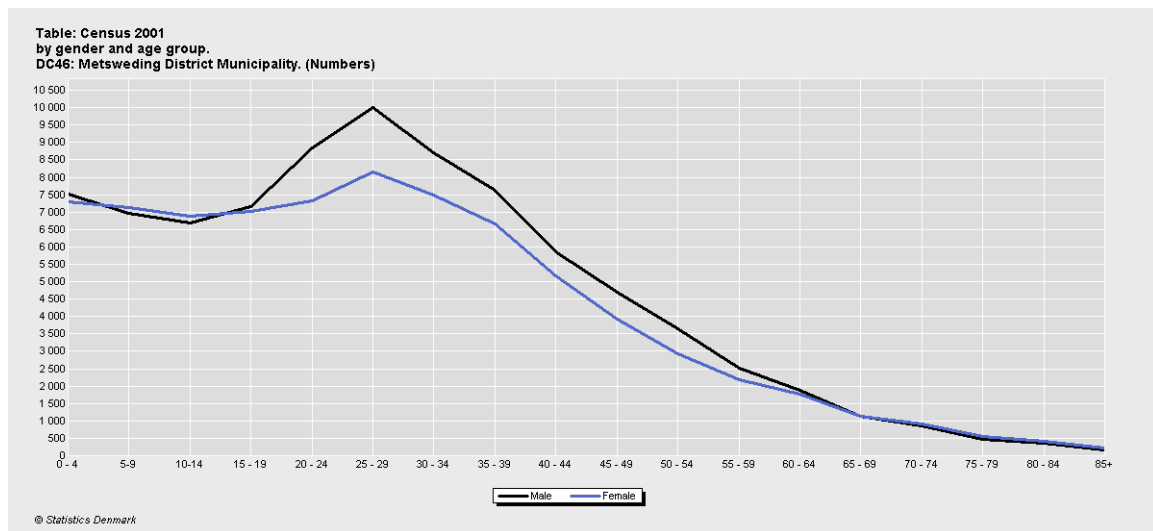
Figure 2: Households



2.2.2. Age and Gender Distribution

The age and gender profile of Metsweding (**Figure 3**) appears to be very similar to that of Gauteng. Both profiles are dominated by the working-age population indicating the concentration of labour in the District and the Province.

Figure 3: Age and gender distribution in Metsweding



Source: Stats SA, 2001

It is however observed that the working-age (15 to 64) population of Metsweding is male dominated (36.5%) where this age group is more evenly distributed between the genders in Gauteng. This implies that there is less employment opportunities for working-age women than for men in Metsweding than compared to the rest of Gauteng.

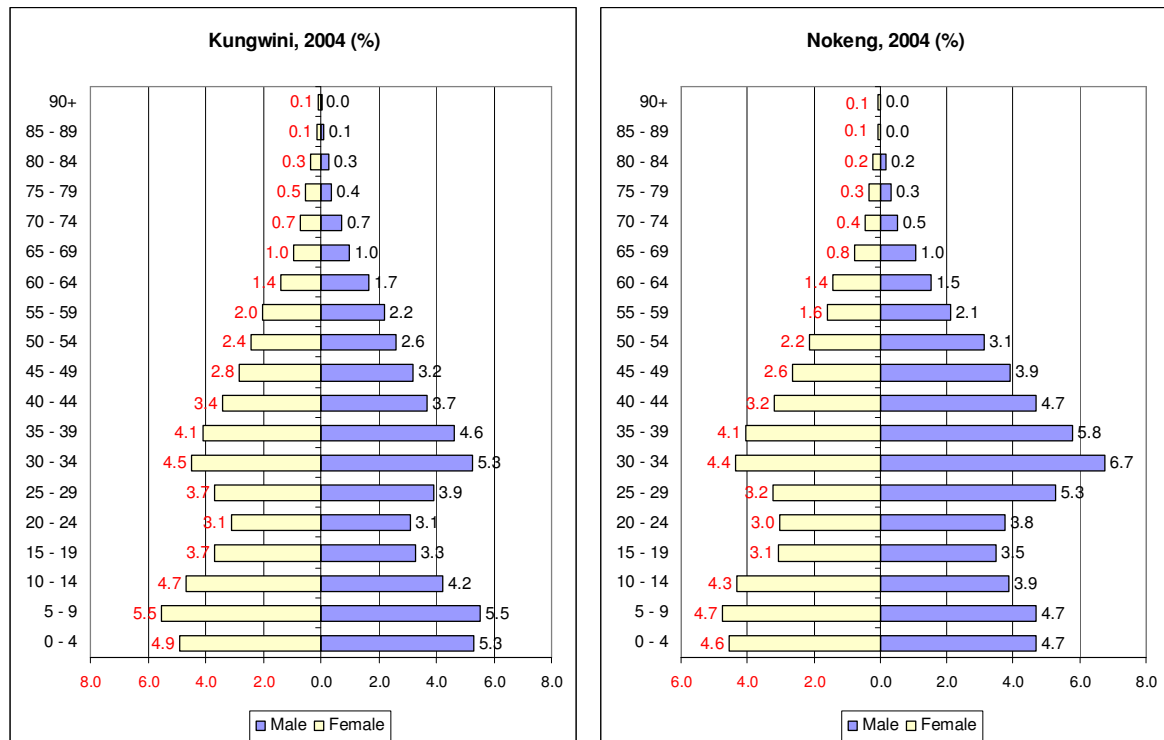
It is also noted that the gender profile of Metsweding is male dominated (53.0%) whereas the population of Gauteng is slightly female dominated. This situation might be related to mining developments in Cullinan, Ekandustria, Quarries along R104 (Church street) and farming land in the District.

The age and gender profiles of Kungwini LM and Nokeng Tsa Taemane LM are indicated by **Figure 4**. From these pyramids it is observed that Nokeng Tsa Taemane has a much larger portion working-age people (69.2%) than compared to Kungwini (64.7%) and Metsweding (66.6%). In this regard Kungwini (30.1%) has a more youthful population than Nokeng Tsa Taemane (26.9%) and Metsweding (28.8%). Kungwini also has the largest component of elderly people (above 65) when compared to Nokeng Tsa Taemane and Metsweding.

The implication of this situation is that Kungwini (0.6) has a higher age-dependency ratio than Nokeng Tsa Taemane (0.4) and Metsweding (0.5) which implies an average lower quality of life for the residents of Kungwini. This means that on average every working-aged individual in Kungwini has 0.6 other people (the youth and elderly) to support compared to only 0.4 dependants in Nokeng Tsa Taemane.

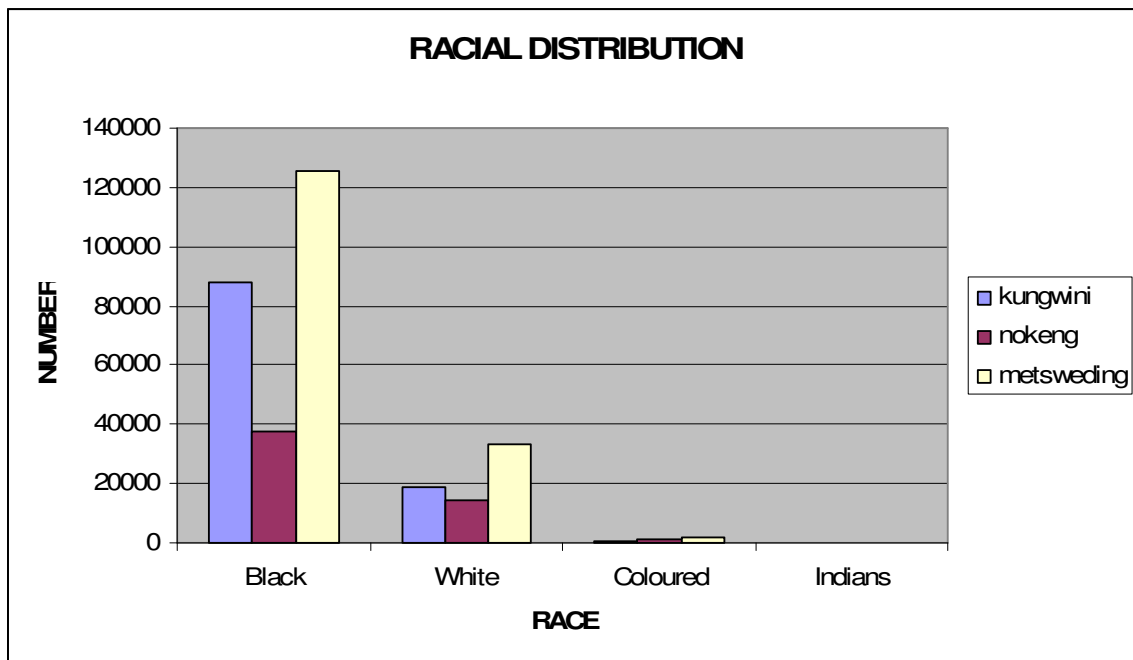
Figure 4: Age and Gender profile of Kungwini and Nokeng Tsa Taemane, 2004

Source: *Quantec Research, 2006*



2.2.3. Population per Race

The racial composition of Metsweding District is indicated in figure 5 below. It appears that there are more Blacks in the District compared to other racial groups. 78% of the district population is Black, whites constitute 21% and the remaining 1% is shared by Coloured and Indians/Asians.



2.2.4. Labour Indicators

The following terms utilised in this analysis are briefly defined:

- * The **dependency rate** indicates the amount of people dependent on one person in the labour force of an area.

- ★ The **participation rate** indicates the percentage of the economically active population that is part of the labour force. Statistics South Africa defined the labour force participation rate as the proportion of the working age population (between 15 and 65) that is economically active (employed or unemployed). Excluded are people of working age who are not available for work – amongst them pupils, students, ‘full-time home workers’, those who are retired, and those unwilling or unable to work. This is an important measurement of the absorption capacity in an area, which is the ability of an economy to absorb the supply of labour.

In **Table 9** the economically active population, dependency rate and participation rate is provided for South Africa, Gauteng and Metsweding respectively.

Table 9: Labour Indicators: South Africa, Gauteng and Metsweding, 2004

Indicator	South Africa	Gauteng	Metsweding	NTT	Kungwini
Economically Active (15-64 Years)	63.43%	72.79%	71.63%	74.20%	69.80%
Dependency Rate	2.73	1.94	2.05	2.07	2.03
Participation Rate	57.72%	70.81%	68.18%	65.01%	70.58%
Labour Force	21.13%	36.49%	33.30%	31.36%	34.77%

Source: Quantec Research 2006 & UE calculations, 2006

The **labour force** in Gauteng represents 36.49% of the total population while the South African labour force represents only 21.13% of the total population. This indicates that a larger share of the population in South Africa, compared to Gauteng, is not economically active and thus dependent on the labour force. In Gauteng the dependency rate is 1.94 and in South Africa 2.73. This means that each person in Gauteng, who has a job, has on average 1.94 people to support (i.e. dependants). The dependency burden on the labour force in Gauteng is thus less than the national average.

In Metsweding District Municipality the labour force represents about 33.30% of the total population. A relatively smaller share of the resident population in the Study Area than in Gauteng thus earns an income. There is not much difference in the percentage of the population that is in the labour force in the two Local Municipalities, although Nokeng Tsa Taemane is slightly lower (31.36%) than Kungwini (34.77%).

The **dependency rate** in Nokeng Tsa Taemane was 2.07 while it was lower in Kungwini at 2.03. Averaged between the two Local Municipalities the dependency rate for the Metsweding District Municipality is 2.05; therefore there is a larger burden on the labour force than is the case for Gauteng as a whole. This is mainly due to the dominance of the demographic profile by the working population and the relative insignificance of the youth and elderly.

The **participation rate** in Gauteng is 70.81% and in South Africa 57.72%. The absorption capacity in Gauteng is therefore significantly higher than in South Africa. In Metsweding District Municipality the labour participation rate is 68.18%. This indicates that a lower percentage of the economically active population in Metsweding District Municipality is absorbed into the labour force compared to the Gauteng average. Within the Metsweding District Municipality, a higher percentage of the Kungwini (34.77%) economically active population participates in the labour force than occurs in Nokeng Tsa Taemane (31.36%).

2.2.5. Education and Skills

Table 10 illustrates the level of education in Metsweding District Municipality. Less than 33% of the Study Area population has a Grade 12 or higher education qualification while 17.0% have no schooling at all.

Table 10 – Level of education in Metsweding, 2001

Highest level	Metsweding (%)	Kungwini (%)	NTT (%)
No schooling	17.0	20.4	12.5
Some primary	15.2	15.6	14.6

Complete primary	6.1	5.9	6.5
Some secondary	29.4	26.4	33.2
Std 10/Grade 12	21.6	20.2	23.5
Higher	10.7	11.4	9.7
Total	100	100	100

Source: Statistics South Africa (Census 2001)

This has serious implications for employment and money generating opportunities for the populace. In total, 83.0% of the Study Area population have some form of schooling and can be regarded as literate.

Kungwini has the largest concentration of adults (20.4%) who did not have any form of formal education while only 31.6% had at least a Grade 12 qualification. Nokeng Tsa Taemane (87.5%) had a higher adult literacy rate than Kungwini (79.6%).

Table 11 below illustrates the level of skills among the working population of Metsweding. The level of skills within an area is important to determine the level of employment. Approximately 12.2% of the working population in the Study Area has some form of craft and trade related skills that could be used to the benefit of the local economy. The largest category among the employed adult population in Metsweding (35.0%), Kungwini (36.1%) and Nokeng Tsa Taemane (33.3%) are employed in elementary occupations and can be regarded as low to semi skilled.

Table 11: Level of skills among the employed in Metsweding, 2001

Level of Skills	Metsweding (%)	Kungwini (%)	NTT (%)
Legislators; senior officials and managers	5.7	6.4	4.8
Professionals	6.0	6.4	5.4
Technicians and associate professionals	5.4	5.1	5.9
Clerks	6.8	6.3	7.6
Service workers; shop and market sales workers	8.4	6.6	11.2
Skilled agricultural and fishery workers	6.0	6.6	5.2
Craft and related trades workers	12.2	12.5	11.6
Plant and machine operators and assemblers	7.4	8.5	5.8
Elementary occupations	35.0	36.1	33.3
Undetermined	6.9	5.5	9.2
Total	100	100	100

Source: Statistics South Africa, (Census 2001)

2.2.6. Income Levels & Distribution

In order to determine the people's living standards as well as their ability to pay for basic services such as water and sanitation, the income levels of the local population are analysed and compared to the income levels of Gauteng. In **Table 12** the distribution of the employed per income group in Metsweding is shown.

Table 12: Income amongst the employed, 2001

Income per month	Gauteng	Metsweding	Kungwini	NTT
R 1 - R 400	6.5%	13.8%	15.1%	11.9%
R 401 - R 800	13.3%	26.6%	28.5%	23.8%
R 801 - R 1600	24.5%	22.6%	23.5%	21.1%
R 1601 - R 3200	20.8%	13.6%	11.1%	17.4%
R 3201 - R 6400	16.1%	10.5%	8.5%	13.6%
R 6401 - R 12800	10.6%	6.8%	6.2%	7.6%
R 12801 - R 25600	5.1%	3.6%	4.0%	3.0%
R 25601 - R 51200	1.8%	1.3%	1.7%	0.7%
R 51201 - R 102400	0.6%	0.7%	0.8%	0.6%
R 102401 - R 204800	0.3%	0.3%	0.4%	0.2%
R 204801 or more	0.2%	0.2%	0.2%	0.1%
Total	100.0	100.0	100.0	100.0
Weighted Average	R 5,763	R 4,578	R 4,993	R 3,946

Source: Statistics South Africa, (Census 2001)

From **Table 12** above it is evident that the largest share (76.6%) of the employed population in Metsweding earns less than R3 200 per month. This trend is almost the same for Nokeng Tsa Taemane and Kungwini, where 74.2% and 78.2% of the economically active population earns less than R3 200 per month respectively. A small share (6.1%) of the economically active population in Metsweding earns more than R12 800 per month, while about 8% of the employed population in Gauteng fall in this category.

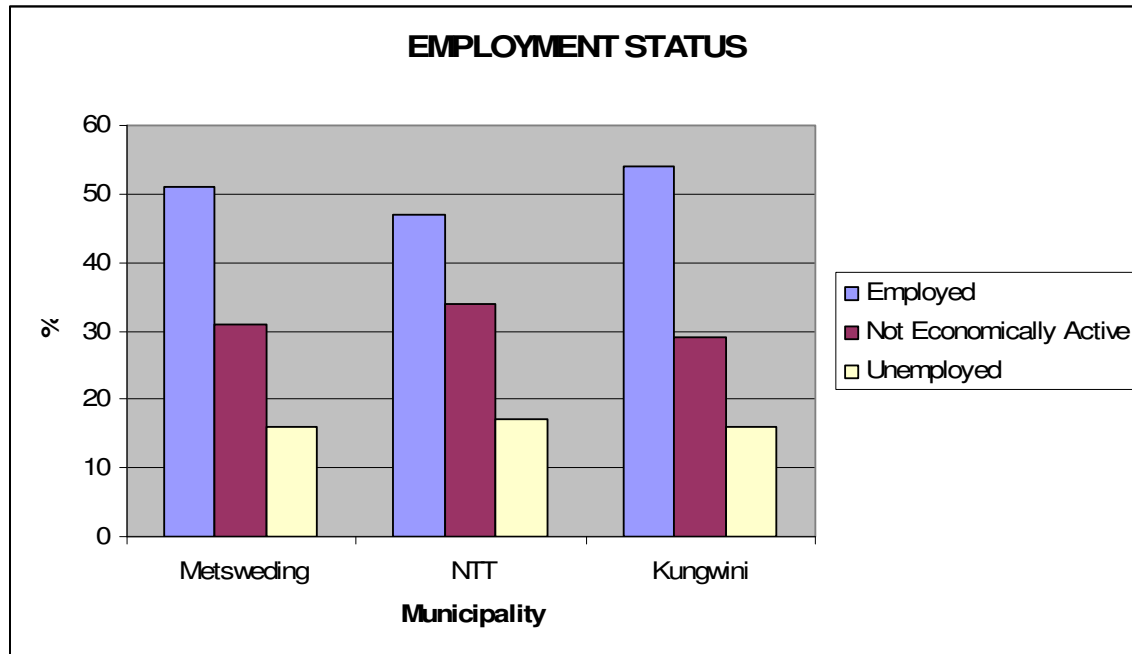
When the average weighted income of the geographic regions is evaluated it is observed that the average income for workers in Metsweding is more than R 1,000 less than compared to their provincial counterparts. When the same income comparisons are made in Metsweding it is noted that the employed population in Nokeng Tsa Taemane earns substantially less (R 3,946) than in Kungwini (R 4,993).

From these figures it is evident that the majority of the population in Metsweding is very poor and is experiencing relatively low living standards and a poor quality of life. These low income levels indicate that the majority of the population is dependent on a small income implying that the local population of Metsweding is less able to afford basic services such as water, sanitation and so on compared to the rest of Gauteng. These poverty levels also do not enable these people to provide sufficiently in the educational needs of their children (especially for those living in Nokeng).

2.2.7. Employment Status

Figure 6 illustrates the composition of the labour force in Metsweding, Nokeng Tsa Taemane and Kungwini Municipalities respectively. About 16.73% of the labour force in the MDM is unemployed. The Unemployment level is slightly higher in the Nokeng Tsa Taemane (17.15%) than in Kungwini.

Figure 6: Employment Status



Unemployment is an indication of the balance between the supply and demand of labour. A high level of unemployment indicates that the supply of labour is more than the demand for labour in an area. Economic activities create employment opportunities/demand and the type of production technique, as well as the nature of the production, significantly influences the ratio of the contribution of each economic activity towards GDP and the corresponding employment creation of each activity.

In Gauteng the ratio of females to males in the labour force is lower than in South Africa. More males than females are present in the labour force of Metsweding.

2.2.8. People with disabilities

Table 13 indicates the number of people with disabilities in Metsweding, Kungwini and Nokeng Tsa Taemane. The majority of disabilities in the three municipalities relates to sight.

Table 13: People with disabilities in Metsweding, Kungwini and Nokeng Tsa Taemane

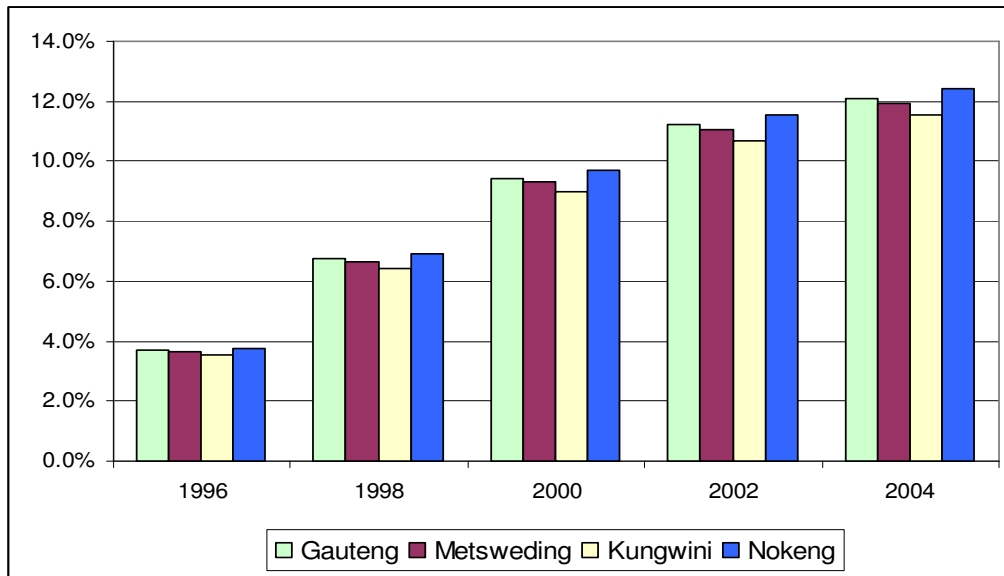
Disability	Metsweding	Kungwini	NTT
Sight	2074	1297	777
Hearing	978	603	375
Communication	262	139	123
Physical	1739	1187	552
Intellectual	594	352	242
Emotional	983	734	249
Multiple	1041	596	445

Source: Statistics South Africa (Census 2001)

2.2.9. HIV and AIDS Prevalence

The HIV and AIDS profile of Gauteng, Metsweding, Kungwini and Nokeng Tsa Taemane from 1996 to 2004 is illustrated by **Figure 7** below. From this figure it is evident that the prevalence of HIV and AIDS has increased dramatically in recent years in all of the geographic areas under discussion. The prevalence of this disease in Metsweding has increased from only 3.7% in 1996 to 11.9% during 2004. This District has however managed a lower rate of infection than compared to Gauteng (12.1% in 2004).

Figure 7: HIV and AIDS prevalence in GP, Metsweding, Kungwini & Nokeng Tsa Taemane



Source: ASASA model for HIV and AIDS (Quantec Research, 2006)

The difference in the HIV and AIDS prevalence profile of the two local municipalities in Metsweding should be noted. Over the period under discussion, Nokeng Tsa Taemane reflected the highest rate of HIV and AIDS prevalence when compared to Kungwini, Metsweding and even Gauteng. HIV and AIDS infection in this municipality grew from 3.8% in 1996 to 12.4% in 2004 while that of Kungwini increased from 3.6% in 1996 to 11.5% over the same period.

While Nokeng Tsa Taemane currently has the highest prevalence rate, the disease is spreading and growing faster in Kungwini. From 1996 to 2004 the number of people infected with the disease in Kungwini grew on average per annum by 22.8% compared to 18.4% in Nokeng Tsa Taemane and 20.7% in Metsweding. Over this period the number of HIV and AIDS related deaths in Metsweding increased from about 60 in 1996 to slightly less than 1000 in 2004. This means that the natural population growth rate of Metsweding is currently growing at 3.1% instead of about 3.8% (i.e. 0.7% slower), which would have been the case in the absence of HIV and AIDS.

In response to the health care challenges being faced in the District, hours of services will also be extended at primary health care facilities in Refilwe and Zithobeni.

2.3. Social Analysis

2.3.1. Health Facilities

There exist in the district two major private hospitals. These are the Bronkhorstspuit Hospital and the Cullinan Hospital. The Cullinan hospital is currently very well equipped to deal with servicing private patients and some public patients as per an agreement with the provincial government. There are only 20 beds available for public patients in the Bronkhorstspuit hospital, which is not sufficient for the number of people in Metsweding. There is therefore a need for the development of a fully fledged public hospital that will cater sufficiently for the people in the district.

The provincialisation of health care services is still in process. There are currently eight clinics (primary health care facilities) in the Kungwini area of which one is privately owned. There is one private hospital. There is one ARV Clinic in Zithobeni. The following table depicts the health care facilities and their conditions:

Table 14: Health care facilities in Kungwini and their conditions

Facility	Authority	Hrs of Operation	Access to Services				
			Water	Sanitation	Electricity	Telephone	Condition
Rethabiseng	KLM	8	√	√	√	√	Need extension
Zithobeni	KLM	8	√	√	√	√	Need extension
Bronkhorstspuit	KLM	8	√	√	√	√	Good
Ekangala	Province	8	√	√	√	√	Good

Dark City	Province	24	√	√	√	√	Good
Sokhulumani	Province	8	√	√	√	√	Need extension
Kanana	Province	8	√	√	√	√	Need extension
Paul Yong Nikkel	NGO	24	√	√	√	√	Good
Bronkhorstspuit Hospital	Private	24	√	√	√	√	Good

Nokeng Tsa Taemane:

COMMUNITY HEALTH CENTRES:

A planned community health facility for Cullinan has been designed and will be constructed soon; this is called the Cullinan Rehabilitation Centre. This facility is planned to have 22 maternity beds, a trauma unit (Casualty), daily GP services and Specialist that will be available to the facility at specific periods.

Within Nokeng Tsa Taemane area only Cullinan Centre is currently distributing ARV's to people from Refilwe, Cullinan and Rayton. There exist in the district nine fully serviced clinics. Of the fully serviced clinics that exist in the district three of those are located in Steve Biko, Rayton and Refilwe which is in Nokeng Tsa Taemane.

These are all primary health care clinics. In Onverwacht Plot 75 a primary health care clinic facility that runs twice a week is also in existence there. There are plans to increase the number of operational days of this clinic to five days a week.

There is a Planned Patient Transport operation in Bronkhorstspuit which started on the 1st of April 2007 and the maternity Obstetric unit which started the same time. There is a planned Old age home and an early childhood centre in Rethabiseng for the amount of R10m from the Gauteng Department of Social Development. This project is in line with the '20 priority Townships' in the

Kungwini area. Thusong early childhood centre in Rethabiseng is currently under construction.

The following are the location of the Emergency Medical Services facilities in Metsweding District Municipality:

- Bronkhorstspuit
- Cullinan
- Ekangala
- Steve Bikoville

The hot spots regarding the fire areas are in the Bronberg area and the agricultural area resulting from long grass. There is a shortage of fire engines in the Metsweding area. The Tshwane and Ekurhuleni Metros provide capacity on the request / needs basis. The district is currently managing the agreement with these two municipalities.

2.3.2. Educational Facilities

The provision of primary and secondary schools is very limited in the two local municipalities. There is therefore a great need to make sure that such services are provided in the district by the Department of Education. Although the provision of primary and secondary education is critical, most needed are tertiary and adult education facilities in the district.

The following table depicts the education facilities, their condition and the access to services in the District area:

Table 15: Existing Schools and Their Conditions

Name of school	Services				Admin block	Own building	Fence	Sports Facilities	Condition
	Water	Sanitation	Electricity	Telecom					
Baweze	√	√	√	√	√	√	√	none	Good
Ekgangala Comp	√	√	√	√	√	√	√	√	Good
Hlabelela Comb	√	√	√	√	√	√	√	none	Need to improve
Hlolisa comb	√	√	√	√	√	√	√	none	Need to improve
Lingitjudu Comb	√	√	√	√	Under construction	√	Need upgrading	none	Underdeveloped
Mahlenge S/S	√	none	√	None	√	√	√	none	Need to improve
Mandlomsobo Comb	√	√	√	√	√	√	√	none	Need to improve
Mkhambi P/S	√	√	√	None	√	√	none	none	Need to improve
Sikhulisile P/S	√	None	None	None	none	√	None	none	Need to improve
Sitjejiwe S/S	√	√	√	None	none	√	Need upgrading	none	Need to improve
Sivuseni P/S	√	√	√	√	√	√	Need upgrading	none	Need to improve
Cultura High School	√	√	√	√	√	√	√	√	Good
Erasmus Hoërskool	√	√	√	√	√	√	√	√	Good
Althea	√	√	√	√	√	√	√	√	Good
Parkland	√	√	√	√	√	√	√	√	Good
Bronkhorstspuit Primary	√	√	√	√	√	√	√	√	Good
Du Preez van	√	√	√	√	√	√	√	√	Good

Name of school	Services				Admin block	Own building	Fence	Sports Facilities	Condition
	Water	Sanitation	Electricity	Telecom					
Wyk Primary									
Montissouri School	√	√	√	√	√	√	√	√	Good
CVO School	√	√	√	√	√	√	√	√	Good
Dan Kutumela	√	√	√	√	√	√	√	√	Good
Strauss S/S	√	none	√	√	√	√	√	none	Need to improve
Lesedi High	√	√	√	√	√	√	√	none	Need to improve
Chipa- Tabane	√	√	√	√	√	√	√	√	Need to improve
Boschkop Primary	√	√	√	√	√	√	√	none	Need to improve
Bavianspoort	√	√	√	√	√	√	√	none	Need to improve
Foxtrot	√	√	√	√	√	√	√	none	Need to improve
Kutumela-Molefi Primary	√	none	√	√	√	√	√	none	Need to improve
Wagendrift	√	none	√	√	√	√	√	none	Need to improve
Onverwacht	√	√	√	√	√	√	√	√	Need to improve
L/Skool Rayton	√	√	√	√	√	√	√	none	Need to improve
E.M. Shai	√	√	√	√	√	√	√	none	Need to improve
Malekgere	√	√	√	√	√	√	√	none	Need to improve
Sedibeng	√	√	√	√	√	√	√	none	Need to improve
Chokoe	√	√	√	√	√	√	√	none	Need to improve
Jabulani Junior	√	√	√	√	√	√	√	none	Need to improve
Ematsheni	√	none	√	√	√	√	√	none	Need to improve
Knopiesfontein	√	none	√	none	√	√	√	none	Need to improve
Doxa Deo Christian Sch	√	√	√	√	√	√	√	none	Need to improve
Madibatlou	√	√	√	√	√	√	√	none	Need to improve
Protem	√	√	√	√	√	√	√	none	Need to improve
Max Stibbe	√	√	√	√	√	√	√	none	Need to improve

Name of school	Services				Admin block	Own building	Fence	Sports Facilities	Condition
	Water	Sanitation	Electricity	Telecom					
Star of Hope	√	√	√	√	√	√	√	none	Need to improve
Edendale Pepps sch.	√	√	√	√	√	√	√	none	Need to improve
CVO- Skool Morester	√	√	√	√	√	√	√	none	Need to improve
CVO Kleinfontein	√	√	√	√	√	√	√	none	Need to improve
Boschkop Preschool									
Hazeldean Intermediate									
Silverlakes College									
Tiger Valley Primary									
Tygerpoort Laerskool									
Shere preschool									
Tygerpoort NG Kerk preschool									
Olympys primary									
Wozanibone High									
Witpoort Primary									

In Nokeng Tsa Taemane there are 25 schools currently located within the municipal area of these, 17 are public schools (Government schools) and 8 are independent schools. Of the 17 public schools there are 2 secondary schools and these are located in Cullinan and Donkerhoek. The remaining 15 are primary schools located in different areas within the municipality.

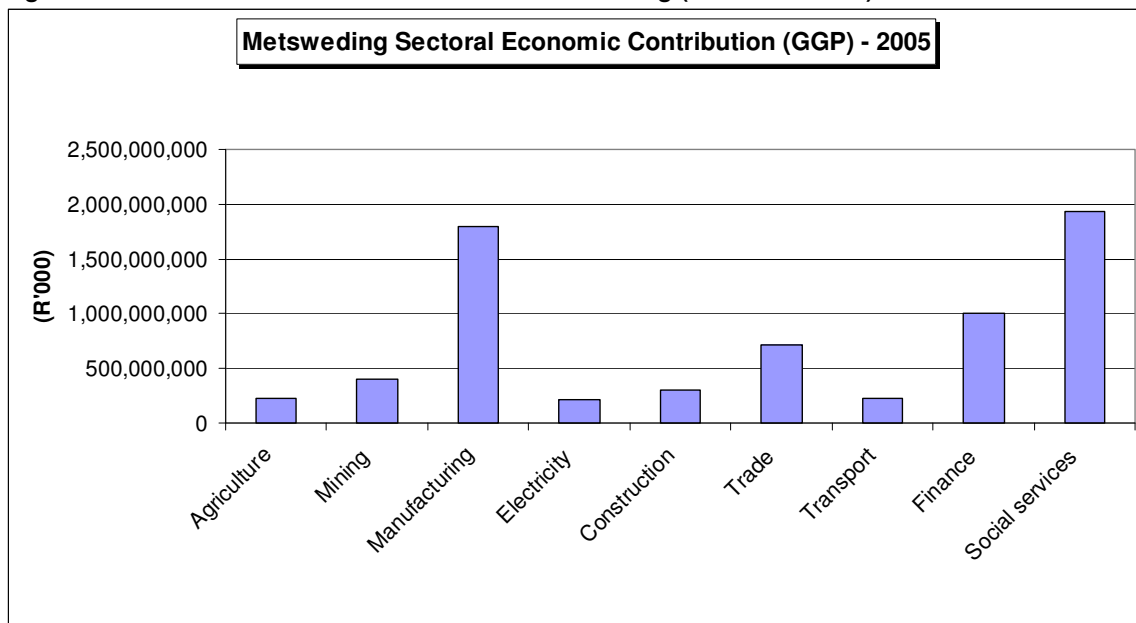
As can be observed in **Table 15** above the different public schools located in the municipal area have different infrastructure needs. These vary from sanitation to fencing.

Safety and Security Facilities and Services: There are five police stations in the district; these are located in Ekangala, Cullinan, Weltered, Boschkop, Kameeldrift and Bronkhorstspuit

2.4. Economic Analysis

The Metsweding local economy contributed an estimated R 6.8 billion to the South African economy in 2005. The most significant sectors in this local economy were Manufacturing (26.3%), Services (Government) (28.3%), and Finance (14.7%).

Figure 8: Sectoral Economic Production in Metsweding (Current Prices)



Source: Quantec Research, 2006 & Urban-Econ estimates, 2006

Metsweding District Municipality, Kungwini, and Nokeng Tsa Taemane respectively produce only 1.5%, 1.1%, and 0.4% of the total GDP in Gauteng. Their low contributions implies that their economies are very small in the

provincial context and that very little of the production that occurs within the province, occurs within these areas. Not one sector of any of the three municipalities contributed more than 1% to the provincial GDP, although the Manufacturing sector is the largest contributor to the Provincial economy.

Notwithstanding the above, Metsweding District Municipality experienced a higher than provincial economic growth rate (3.1% p.a.) in GDP of 3.3% during the period 1995 to 2000. This situation continued to improve between 2000 and 2004 when the Metsweding District Municipality growth rate accelerated to 3.9% while provincial growth improved on average to 3.7% per annum. The economic growth of the Metsweding District Municipality between 2000 and 2004 was due to the expansion of the Kungwini Local Municipality that averaged 4.2% during this period.

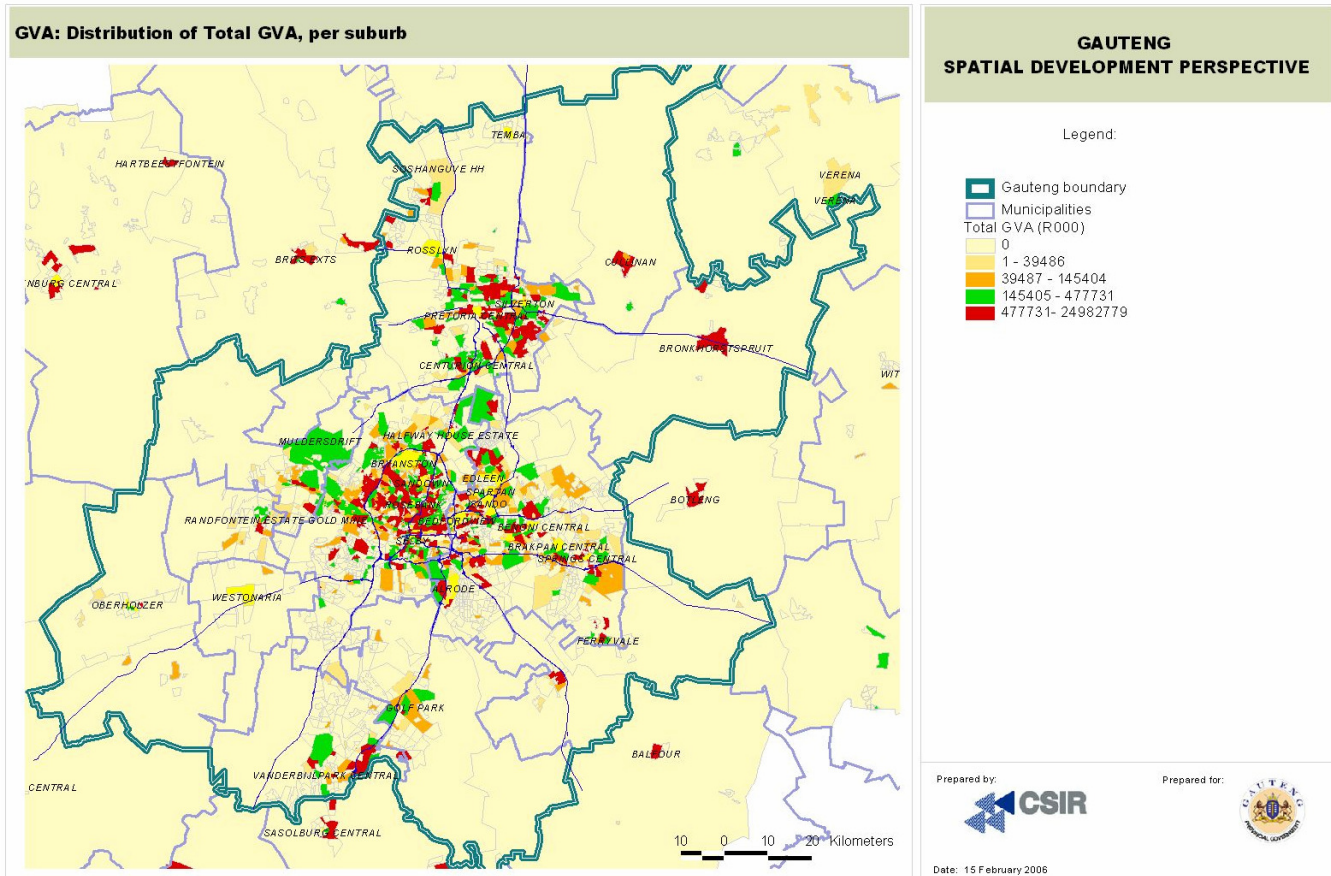
Table 16: GDP contribution by economic sector, 2004

Location	% Contribution to GDP in Gauteng	Tress Index	Average Annual Growth Rate	
			1995-2000	2000-2004
South Africa	N/A	42.0	2.8	3.3
Gauteng	100	51.4	3.1	3.7
Metsweding	1.5	48.2	3.3	3.9
Kungwini	1.1	57.3	3.8	4.2
Nokeng	0.4	45.4	2.0	3.3

Source: Quantec Research, 2006

The more sluggish growth of the Nokeng Tsa Taemane 3.3% lowered the District's average growth rate during this period. The economic acceleration in the District and Local Municipalities during 1995 to 2004 was thus not fully reflected in the provincial growth rate.

Map 1: Distribution of Total GVA, per suburb in Gauteng



Source: Draft GSDP, 2006

2.4.1. Economic Development Opportunities in MDM

This sub-section describes Economic Development Opportunities in various economic sectors within Metsweding District Municipality:

2.4.1.1. Agriculture

The Agriculture Sector incorporates establishments, which are primarily engaged in farming activities. Also included under this sector are establishments engaged in commercial hunting, game propagation and forestry, logging and fishing.

The Agriculture sector of Metsweding contributes about 3.7% to the local economy and experienced an average annual growth rate of 0.5% during 2000 to 2004. The introduction of new technological practices such as organic farming, biotechnology, hydroponics, and water harvesting techniques can bring more opportunities to the district.

Niche agriculture is beginning to take hold in Metsweding and because of this the area has one of the largest rose producers in South Africa. The advantage of niche products is that they can in certain cases be grown year-round in greenhouses and are therefore less dependent on seasonal labour and climate.

Potential opportunities include:

- Meat and exotic meat (e.g. kudu, ostrich, lamb)
- Drought tolerant crops such as prickly pear and dates
- Organic food and vegetarian niche products
- Growing of crops and herbs through hydroponics
- Essential oil extraction from herbal and indigenous plants
- Game Farming

Potential constraints include:

- Drought and a scarcity of water throughout the region
- Lack of financial and supporting services for the intensive and subsistence farmers.
- A shortage of skilled farm labour
- Lack of supporting services for farmers in the area.
- High input prices of commodities such as maize
- No efficient representation of farmers' interests.
- The threat of HIV and AIDS

The Gauteng Agricultural Development Strategy is being implemented to take advantage of the sector's potential for economic empowerment and growth. This aims to boost value added production in the sector, including through promoting bio-technology, agro-processing and high value and niche market crops.

The Gauteng Department of Agriculture, Conservation and the Environment will be developing agricultural hubs to settle emerging black farmers and to help them grow their enterprises. The launch of the first hub is planned to take place during the first quarter of the next financial year in Metsweding. The Gauteng Provincial Land Reform Office and the Province aim to settle around 50 farmers per annum in these agricultural hubs.

2.4.1.2. Mining

The Gauteng region's mining belt extends from Randfontein and Krugersdorp in the west to Brakpan and Springs in the east. This activity largely bypasses Metsweding, which lies to the north. Since mining activity supported manufacturing growth, most of the larger Gauteng region's industrial development, employment nodes and population are concentrated nearer to the mines.

Metsweding is however a global centre for diamond mining. Cullinan developed as a result of the diamond mining activities which produced the world's largest diamond and the world's largest cut diamond. In 1996 there were approximately 1910 mine workers in this area. De Beers Premier Mines employed 1504 permanent diamond mine workers and 200 contractors in Cullinan during 2000. The history of this area has also contributed to the tourism potential of the area.

2.4.1.3. Manufacturing and Distribution

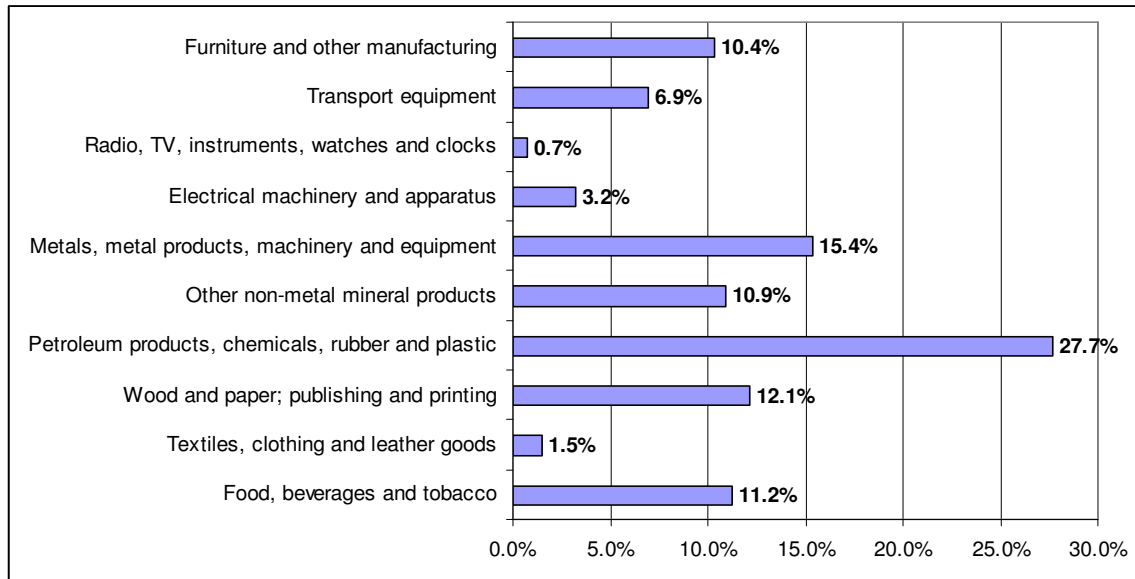
Manufacturing is defined as the physical or chemical transformation of materials or compounds into new products. The Manufacturing sector of Metsweding District Municipality contributes the second most of the Municipal GDP (25.8%),

while in the two Local Municipalities of Kungwini and Nokeng Tsa Taemane contributed 29.1% and 17.2% respectively to their GDPs. This is the result of the strong local Manufacturing sector, indicating the relative importance of this sector in the three areas.

Metsweding has a very small manufacturing base when compared with the remainder of the Gauteng Province. Manufacturing was however the largest employer in this area in 1996 in spite of the above. Approximately 100 to 150 industrial companies are located within the area. Most manufacturing and distribution related companies are located in the industrial areas in close proximity to Bronkhorstspuit – Bronkhorstspuit Light Industrial to the north-west of Bronkhorstspuit Town and Ekandustria. The Premiere of Gauteng Province in his state of the Province address unveiled that plans will be developed for the economic regeneration of the industrial area in Ekangala.

Figure 9 illustrates the sectoral composition of the Metsweding Manufacturing sector during 2004. From this figure it is evident that the sub-sector comprising petroleum products, chemicals, rubber and plastic (27.7%) are the most significant in Metsweding. This sub-sector employed 1522 workers during 2004 while the sub-sector consisting of metals, metal products, machinery and equipment employed the most people (1610) in the local Manufacturing sector.

Figure 9: Metsweding Sectoral breakdown of Manufacturing sector, 2004



Source: Quantec Research, 2006

Potential opportunities for SMME manufacturing include:

- Beneficiation of wood (furniture, timber frames, charcoal, etc.)
- Textile manufacturing (sewing club, wool washing, clothing, etc.)
- Agro-processing (dried fruit, essential oils, fruit juice, bakeries, etc.)

Potential constraints include:

- Small industrial base (need for diversification)
- Lack of industrial development incentives
- Competitive spatial disadvantages (i.e. with Johannesburg & Tshwane)
- Leakage of buying power
- Many new jobs going to non-local people

There is good reason that manufacturing is Kungwini's (and therefore, Metsweding's) largest employer. The area's relatively low costs and good access are attractive for manufacturing businesses. Kungwini offers good access for those Gauteng manufacturing companies that rely on both air and sea freight. Unfortunately, manufacturing industries are increasingly buffeted by national and international market fluctuations and rapidly changing technologies.

There are little incentives for industrialists to locate to the area (apart from the large labour pool). With sound planning, government and private sector intervention, and a range of other initiatives, this situation can be reversed.

2.4.1.4. Tourism

In Metsweding, the tourism sector is regarded as small but developing. There are resources and infrastructure available which contributes to the development potential in this sector. Community tourism is becoming increasingly popular, with tourists wanting to experience South Africa in the many rural villages and townships across the country.

Opportunities for the future development of tourism could possibly be found in Metsweding, such as bush camps and the future trend of cultural group tours with an educational basis. Development potential within the tourism industry include the increase in arts and craft SMMEs, new tourist routes, attraction development, education and training of tour operators, establishment of travel agents and tour operator training.

Key areas of tourism development include:

Locational advantages - The location of Metsweding makes it a convenient stop-over point for tourists traveling to the rest of South Africa. It is situated near Johannesburg and provides a unique blend of tourist opportunities.

Eco-tourism – MDM has tremendous opportunities in the eco-tourism arena. Most of the eco-tourism activities occur along the Roodeplaat Dam which is situated in the north of Cullinan (Zambezi) road on the farms Zeekoegat, Leeuwfontein and Roodeplaat. Eco-tourism activities that can be enjoyed include but not limited to the following; game farms, nurseries and bird watching.

Low crime levels - The events of the September 11th bombings in New York (USA) has given the world a whole new awareness on safety, and especially when traveling to well known, condensed traveling destinations. The almost non-existent levels of crime and sparsely populated area make Metsweding a very safe traveling destination.

A lack of packaging and marketing of Metsweding's tourist products and services, and the lack of a unique identity keep the current tourist facilities off the maps. As part of the Municipal IDP, it is essential to include a strategy focusing solely on the development of tourism in Metsweding. The emphasis should be on the training of people within the tourist industry, marketing the area's tourist attractions in unique "nowhere else to find" tourist packages and in developing a tourism identity for the area.

Gauteng Province made a large commitment to conservation and to the development of an eco-tourism industry in the north-eastern quadrant of Gauteng through the Dinokeng initiative. Dinokeng will focus on existing tourism activities in the area and will also provide capacity to develop these activities in the area and will also provide capacity to develop these activities and the proposed nodes for development within Dinokeng.

MDM will indirectly benefit in terms of marketing of its name through the Dinokeng Initiative. This Blue IQ project, the only one so far to receive

designation within Metsweding, is envisioned as attracting world-class amenities in support of a visitor base generated from Gauteng residents, business travelers, and international tourists. Much of the economic opportunities from this project will relate to spin-off in the form of accommodation, conferencing, retail and other activities.

It is also envisioned that Dinokeng create linkages throughout north-eastern Gauteng in support of eco-tourism (as part of the "biosphere" concept) and cultural heritage corridor development. Tour packages would be oriented to drives and trails that connect various attractions and natural areas throughout Nokeng Tsa Taemane to assist to spread economic benefits throughout the area.

2.4.2. LED Opportunities in MDM Area

The very rural area of Metsweding, especially Nokeng Tsa Taemane has potential for greater tourism activity, as a result of the Gauteng Department of Agriculture, Conservation and Environment' prospective investments in the Dinokeng Initiative. Dinokeng can serve as an important marketing tool and anchor for further development in the area.

Property costs and rentals are lower when compared with the more urbanized areas. Labour and service costs are also comparatively low. Low cost and good access are key ingredients for attracting certain types of manufacturing and distribution businesses.

The area offers significant existing recreation, heritage and conservation assets, but investment in an anchor reserve along Nokeng Tsa Taemane's most scenic ridge will create significant new opportunities.

Proximity to Moloto should be perceived as strength, because of the large population and potential market base in that area on the periphery of Nokeng Tsa Taemane.

LED Threats in MDM Area

Metsweding has relatively low skilled labour available in comparison with the urban areas in Gauteng and in this regard the procurement policy on district level should make provision for capacity building and/or skills training, should external companies be appointed due to no or limited skills from within the district.

Metsweding is also excluded from the spatial growth focus of the provincial economy and as a result of provincial planning that restricts urban sprawl. This implies reduced opportunities for new infrastructure development in the rural areas that may also limit the potential income of the district.

Other constraints for economic development include the so-called “brain drain”, referring to educated and skilled younger people moving to the metropolitan areas. However, the district can possibly also benefit from people that move out of the urban areas seeking a rural character.

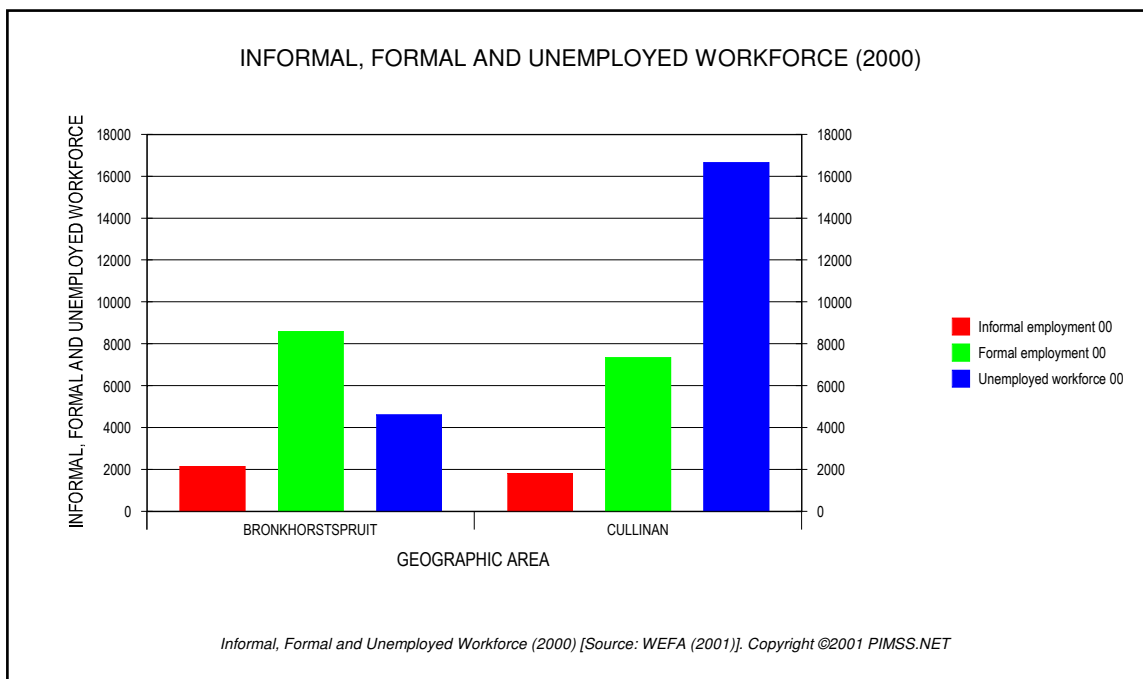
Few areas in Metsweding have access to bulk infrastructure necessary to support industrial and tourism development. Access to municipal services is relatively high in the urban areas but should be extended to the rural areas to unlock potential where sensible development in line with the requirements of residents can be undertaken. In this regard the Dinokeng initiative will also focus on infrastructure investment since limited funding for services is available.

Unemployment is becoming an increasing concern as job opportunities for unskilled and semi-skilled people in particular are diminishing, owing especially to

the decline in the mining and manufacturing sectors and to the decline in the South African economy as it tries to remain internationally competitive. To this end reference is also made to the relatively large component of the population within the district with limited levels of education thus increasing the supply of semi-skilled and unskilled people within the district.

The informal, formal and unemployed workforce within the MDM area of jurisdiction may be summarized on **figure 10** below:

Figure 10: Informal, Formal and Unemployed Workforce (2000)



Source: WEFA, 2001

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It is evident that unemployment is a major concern within the area, especially in the rural areas surrounding the urban areas within the district. Although some initiatives have been suggested and/or initiated within the area to address unemployment, it is evident from the above that the creation of work opportunities remains an important aspect to be addressed in the IDP process.

The poverty burden is to a large extent borne by the women in Gauteng and in this regard figures in respect of the unemployed workforce clearly illustrate that a larger component of the unemployed population are women. It is therefore important to also concentrate on skills training that include the women within the district to ensure that the larger component of the unemployed workforce may benefit from projects and programmes suggested.

As local government and as per the Constitutional requirements, one of MDM's objects is to "maximise social development and economic growth". Therefore as indicated by the age distribution, a lot of the population in MDM are economically active and require job opportunities. If the opportunities are not created, people will move out of the area to find employment somewhere else in areas such as the City of Tshwane and Joburg Metro.

2.5. Spatial Analysis

2.5.1. Regional Spatial and Environmental Context

The current Gauteng Spatial Development Framework (GSDF) 2000, is one of the important studies that provides the following context regarding Metsweding:

- The northern areas of Nokeng Tsa Taemane were identified as strategic development areas;
- The Roodeplat dam area and its immediate surroundings were identified as a possible open space area at metropolitan level;
- Cullinan, Bronkhorstspuit and Rayton are identified as nodes in the Metsweding District area;
- The provincial urban edge is identified and ends in and around the areas of Hammanskraal;
- In terms of containment, it is proposed that the following areas be contained, Cullinan, Rayton and Bronkhorstspuit;

- In relation to economic matters, it is proposed in the GSDF: 2000 that declining economic industries must be assisted (especially those at the Ekandustria); managed and contain market residential development.

In terms of the framework plan, the following are the proposals made in the GSDF with regard to Metsweding:

- Cullinan, Rayton and Bronkhorstspuit are identified as less stable economic growth areas that need to be stabilised (It is recommended in the GSDF: 2000 that these areas should be stabilised through own resources).
- Cullinan, Rayton and Bronkhorstspuit are identified as urban towns that need to be contained with a clearly defined urban edge.
- The development of the towns of Cullinan, Rayton and Bronkhorstspuit are contained.
- Rural settlements (small holdings with a rural character) are identified in areas that are in the rural environment outside of the urban edge. In terms of the GSDF: 2000, these areas are not supposed to become urban or their urbanisation process must be managed and as such a set density is required for these areas by the local municipalities.
- Intensive rural areas have been identified in the northern area of Nokeng Tsa Taemane; these areas are identified as such because they will be used extensively for agriculturally related uses.
- Extensive rural areas were identified as to be used for extensive farming and to retain their rural character.
- In terms of mobility, the following roads are critical for the Metsweding District Municipality, N1, N4, R575, R25, R42 and other provincial roads in the district. These mobility roads and rail also play an important role in improving mobility of goods and services in the district.

When analysing Metsweding, it is clear that the municipal area has a rather weak spatial structure characterised by heavy through traffic, vast open spaces, four

small economic centres and enormous development pressure from residential areas from Tshwane pushing further and further eastwards into Metsweding.

The two highways (N4 and N1) and the railway line are the strongest structural elements in the area. The N4 also forms the backbone of the Maputo corridor, linking through to Maputo.

The Moloto Road runs diagonally through the area, carrying large amounts of through traffic (on a daily and weekly basis) between the City of Tshwane and the Moloto area.

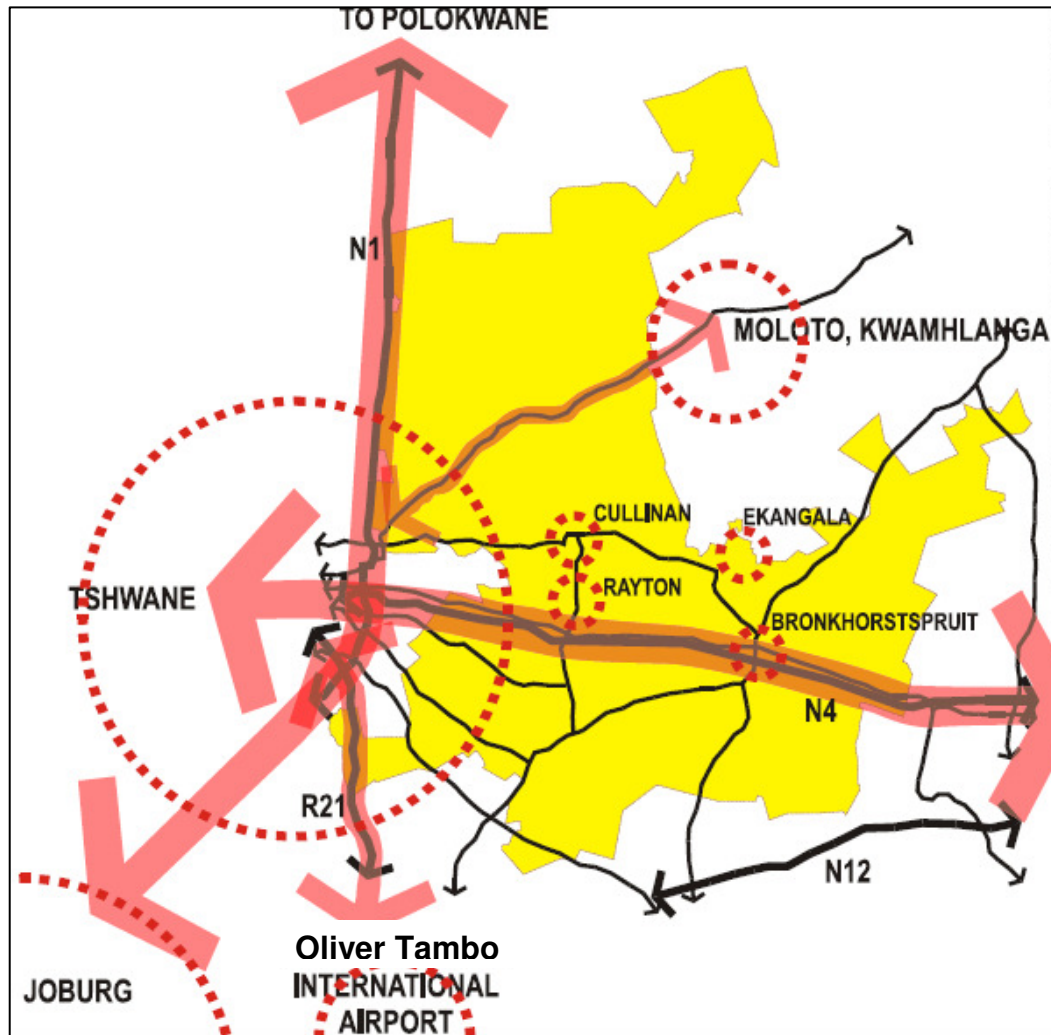
The municipal area has vast open spaces that are mainly natural in the northwest and cultivated in the eastern part, with four small economic centres (Cullinan, Rayton, Bronkhorstspuit and Ekangala) almost in the middle of the municipal area. Informal settlements, though small and relatively contained, are scattered through the area, forming low-income residential enclaves

Apart from the pristine natural environment, two major assets are the Roodeplaat Dam and the Bronkhorstspuit Dam. These are, however, under immense pressure for the development of high-income residential enclaves.

Lastly, development pressure exist for low density secure residential areas (functionally forming part of the city of Tshwane) resulting in increased urban sprawl into Metsweding.

Map 2 below indicates the regional context.

Map 2: Regional Context

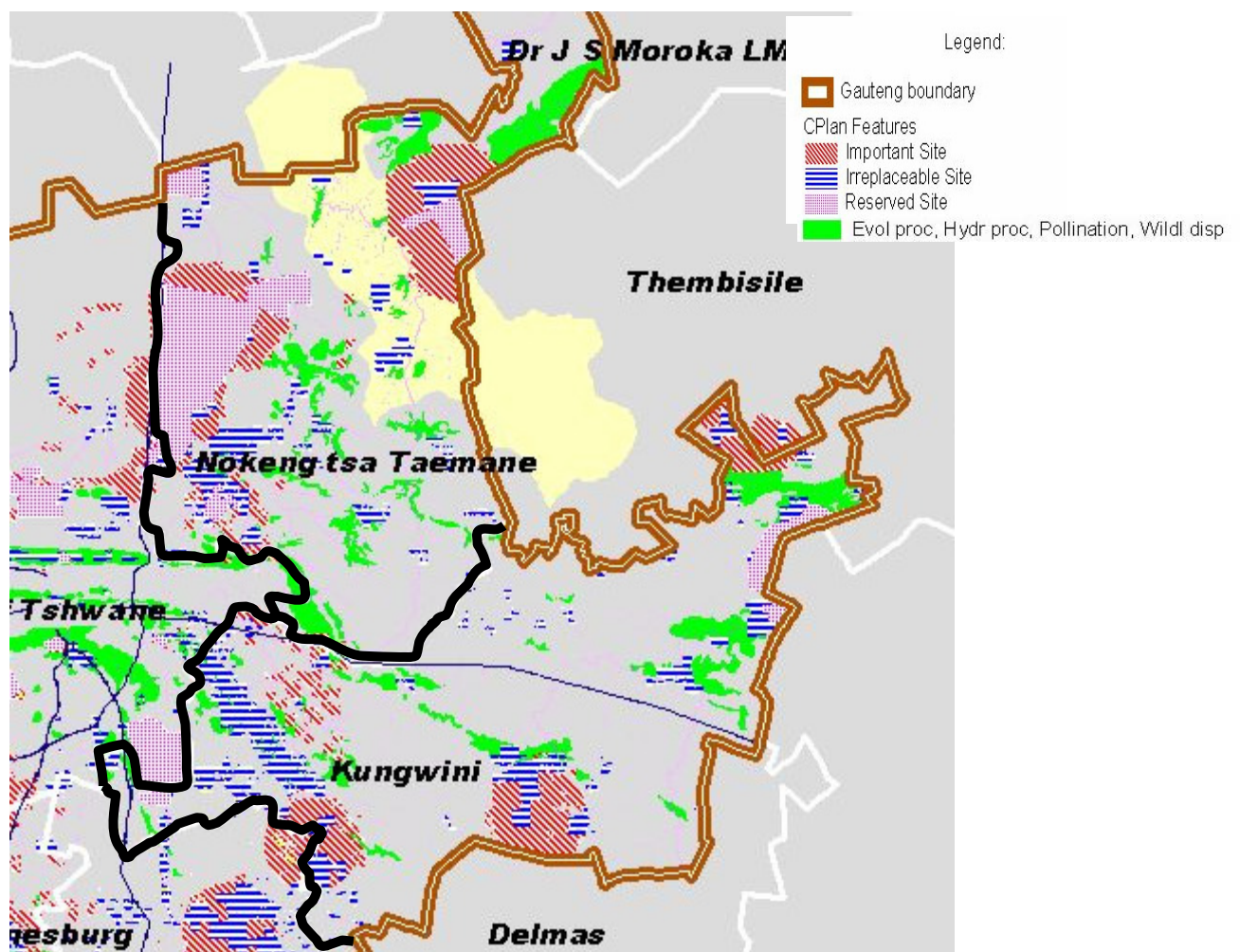


Key drivers that exist in the area and that impact on the environmental development of the area include:

- Mining activities
- Urban sprawl and development pressures
- Informal settlements
- Illegal industrial activities
- Alien vegetation and degraded lands

There are a number of ridges and outcrops that should be protected as indicated in **Map 3** below.

Map 3: Natural Features



Draft GSDP, 2006

The ridges, outcrops and natural areas are not only important for the district but also for the region. They form part of regional wide systems and a coherent management approach is needed for example the Development Guidelines for Ridges as developed by the Department of Agriculture, Conservation and Environment.

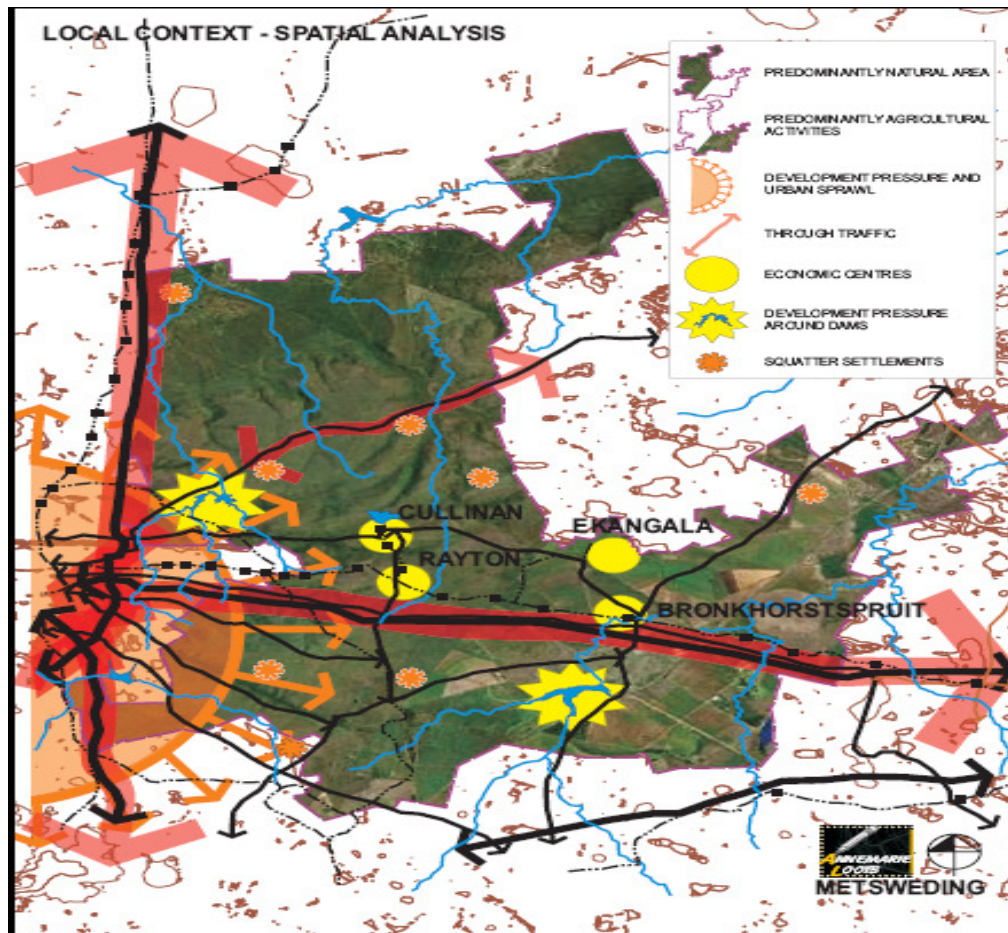
2.5.2. Local Spatial and Environmental Context

The western part of the municipal area is predominantly natural. Residential densification and subdivision of original farm portions (especially closer to Tshwane) contribute to the degrading of nature areas.

The district also contains a number of dams, river systems and wetlands. Ongoing unmanaged development pressure on this valuable resource will result in:

- Loss of riparian vegetation and wetlands
- Contamination of rivers and streams by residential, mining and industrial effluent
- Changes of surface water flows
- Damage and destruction of wetlands through inappropriate development.

Map 4: Local context Spatial Analysis



The areas of MDM those that are adjacent to City of Tshwane (Kameeldrift, Silver Lakes and Donkerhoek) experience immense development pressures as a result of development spillover emanating from scarcity of land in the Eastern Tshwane area. These developments require that there should be coordination between the District, its local municipalities and City of Tshwane regarding provision of Engineering Services in line with Intergovernmental Relations.

The area is characterised by massive through traffic on the highways (N1, N4, R21), but also on the Moloto Road between Tshwane and Moloto/Kwa Mhlanga. Due to limited capacity, the latter road is relatively unsafe.

The area has four weak economic centres (Cullinan, Rayton, Bronkhorstspuit, and Ekangala). Connectivity to their hinterlands is limited. In terms of development they are also poorly linked to the Maputo Corridor. Cullinan has a quaint historic character with a strong tourism potential.

The two major natural assets, namely the Roodeplaat Dam and the Bronkhorstspuit Dam are under immense pressure for high income residential enclaves. Increased development pressure could cause serious degradation of the natural areas as limited environmental management guidelines exist.

A few low-income residential enclaves in the form of squatter settlements are also scattered through the area. These settlements have no economic base, poor services and weak linkages to existing economic centres.

2.5.3. Spatial Development Framework and Development Nodes

The Spatial Development Framework (SDF) for MDM was developed in 2006 to guide planning and land use management within the district as a whole. The SDF was compiled in line with the Gauteng Provincial Spatial Development Framework. In the context of the requirements of the DFA and the Development Facilitation Act (DFA) and the need to move towards a more integrated urban form, the purpose of Metsweding SDF is to:

- Provide a spatial strategy that will aim to realise the land development principles set as statutory obligations;
- Provide development direction for the local municipalities and communities;
- Coordinate provincial and national initiatives within the district; and

- Identify key urban structuring initiatives to ensure that the appropriate form is developed for the district.

The following development nodes in the district were identified:

Table 17: Urban Development nodes in the district

Urban Development node	Function
Rayton	Retail Residential
Cullinan	Retail Light industrial Residential
Bronkhorspruit Town	Light industrial Retail Residential

Kungwini Local Municipality has not yet developed and approved a Spatial Development Framework. There is therefore a need for Kungwini Local Municipality to fast track the process of developing a Spatial Development Framework for the area in order to manage developments with a clearly defined urban development boundary.

On the other hand, Nokeng Tsa Taemane Local Municipality has developed and approved two Spatial Development Frameworks for Urban Areas (Rayton, Cullinan and Refilwe) and Rural Areas (Roodeplaat area). Nokeng Tsa Taemane still needs to consolidate the two Spatial Development Frameworks for the Rural and Urban areas.

Both Kungwini and Nokeng Tsa Taemane Local Municipalities still require a comprehensive Land Use Management Scheme. This is because at this stage both municipalities in the district still rely on the old town planning schemes which

are sometimes outdated. MDM will be facilitating and coordinating the implementation of a project towards development of Land Use Management Schemes in conjunction with Gauteng Department of Economic Development.

2.5.4. Housing and Informal Settlements

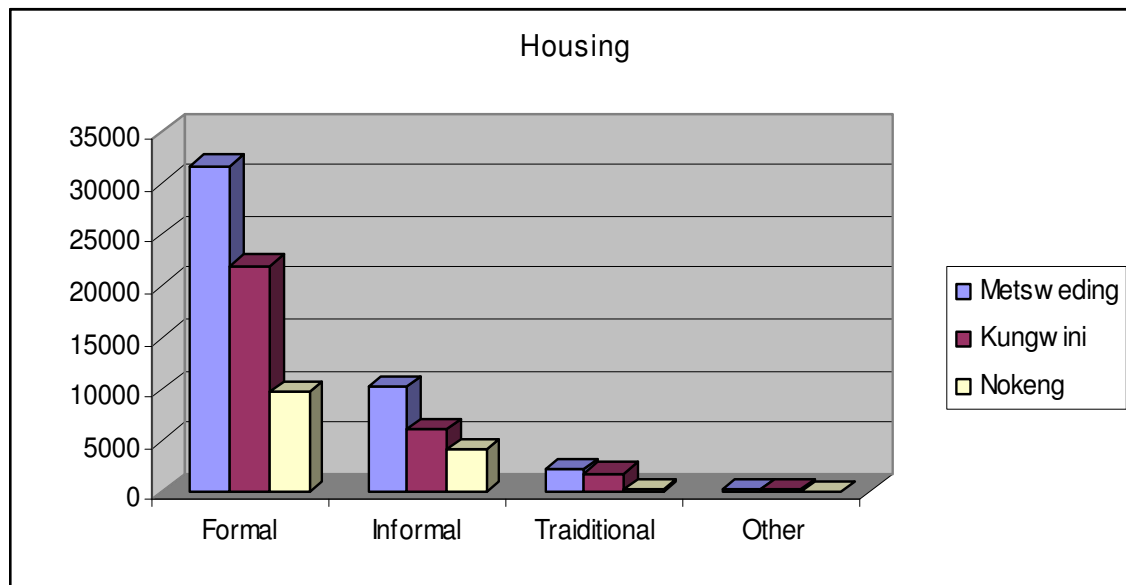
Though there is no clear definition as to what constitute formal housing, a lot of people are staying in formal houses. The Housing Act, no.107 of 1997 only mentions housing as permanent structures. In this regard, the target for MDM will be those staying in informal housing in terms of low cost housing. MDM will provide and facilitate access to funding, to assist its local municipalities to deliver on their mandate for housing delivery. Studies will further be taken to determine if those staying in traditional houses require housing and those in the category of other also require housing. That is, a clear need for housing has to be determined within the District.

The bill of rights has identified among others access to housing and shelter as a socio-economic right. The Housing Act further provides for the facilitation of a sustainable housing development processes by paying specific attention to housing product quality and involvement of beneficiaries. The functions of each sphere of government have been spelled out clearly. These include among others the following:

- Access to basic housing in a progressive manner
- Prevent unhealthy and unsafe conditions for inhabitants
- Provision of services such as water, sanitation, electricity, roads, storm water drainage and transport
- Identify and designate housing development areas
- Provide bulk engineering services etc.

The Housing backlog for formal housing is estimated to be 25 000 units. There are different categories of housing in the district these are: Formal, Informal, Traditional and other. **Figure 11** below depicts the distribution of the housing categories in the district.

Figure 11: Housing Provision



The formal housing areas are clustered around the urban areas and the traditional township areas. These include urban centres located in and around Bronkhorstspuit, Cullinan, Rayton, Refilwe, Zithobeni, Rethabiseng and Ekangala. Refilwe and Rethabiseng have been identified by the Premier of Gauteng Province as priority development areas in the district. This implies that a development programme to upgrade the townships will be developed and implemented. The upgrading includes among others the upgrading of engineering infrastructure, roads, urban greening and parks, and housing provision.

The informal settlements are distributed throughout the district. **Tables 18 and 19** depict the informal settlements within the district and the number of units required to address this. There are challenges associated with the formalisation of these areas. These challenges include among others the Urban Edge, availability of

services and unresolved land claims. The proliferation of informal settlements remains a challenge in the provision of formal housing and the engineering infrastructure associated with it. The inability to monitor and curb land invasion is a challenge to the district such as Metsweding with limited resources.

The traditional housing is located in the rural areas and agricultural land throughout the district. These are distributed throughout the district. The on-farm settlements are predominantly for the farm workers and these farm workers are the most destitute as far as tenure is concerned. The challenge is the dismissal of these farm workers from the farms which leaves them with no alternate housing. The department of land affairs through the Settlement/ Land Acquisition Grant improves land tenure security to extend property ownership and access to productive resources to the disadvantaged and the poor. The land parcels to be developed for such purposes is still to be determined.

Currently the following are Housing Backlogs in the municipality:

KUNGWINI:

Informal Settlements: Gauteng Department of Housing identified 9 informal settlements as existing in Kungwini and the Local Municipality recorded 17 settlements. Zithobeni is considered the largest settlement with 3 362 families, followed by Ekangala Extension with a total of 1 200 families. There are other settlements in the area and these are indicated in the **Table 18** below:

Table 18: Informal Settlements in Kungwini Local Municipality

	NAME	FAMILIES (DOH COUNT)	FAMILIES (LM COUNT)	FAMILY H/HOLDS	%	SINGLE H/HOLDS	%
1	Zithobeni	3,362	3,508	1430	43%	1,932	57%
2	Rethabiseng	736	982	357	49%	379	51%
3	Kanana	356	481	217	61%	139	39%

4	Zwavelpoort	130	122	54	42%	76	58%
5	Donkerhoek Small Holding	85	61	45	53%	40	47%
6	Nooidtgedaght	42	47	33	79%	9	21%
7	Blesbokfontein	15	8	15	100%	-	0%
8	Kleinzonderhout	11	11	8	73%	3	27%
9	Witpoort	10	9	8	80%	2	20%
10	Schietpoort	-	5				
11	Wachtenbietjieskop	-	3				
12	Zusterstroom	-	32				
13	Ekangala Ext	-	1,200				
14	Sterkfontein	-	Unknown				
15	Onbekend	-	Unknown				
16	Sokhulumi	-	Unknown				
17	Sehlakwana	-	Unknown				
	TOTAL	4,747	6,167	2,167	46%	2,580	54%

Source: Gauteng Housing Department and Kungwini Local Municipality, 2006

NOKENG TSA TAEMANE:

According to the Gauteng Housing Department there are five informal settlements in Nokeng Tsa Taemane, with a total of 5 902 families residing in these settlements. According to the Municipality there is a total of twelve informal settlements in Nokeng Tsa Taemane with approximately 9 657 families residing in these settlements as shown in **table 19** below.

Table 19: Informal Settlements in the Nokeng Tsa Taemane Municipality

	NAME	FAMILIES (DOH COUNT)	FAMILIES (LM COUNT)	FAMILY H/HOLDS	%	SINGLE H/HOLDS	%
1	Steve Bikoville	3,070	8,400	1548	50%	1522	50%
2	Refiloe	1,648	2,000	651	40%	997	60%
3	Roodeplat (Ptn 175 Kameeldrift 298 JR)	920	1,500	436	47%	484	53%
4	Onverwacht	191	400	117	61%	74	39%
5	Portion 70 De Wagendrift	73	150	34	47%	39	53%
6	Phumzile	-	250				
7	Portion 182 Derdepoort 326 JR		100				
8	Portion 78 De Wagendrift 417 JR		150				
9	Portion 108 Donkerhoek 365 JR		70				
10	Portion 162 Kameeldrift 298 JR		40				
11	Portion 218 Derdepoort 326 JR		32				
12	Portion 65 Derdepoort 326 JR		30				
	TOTAL	5,902	9,657	2,786	47%	3,116	53%

Source: Gauteng Housing Department, 2006 and NTT Municipality

The largest settlement in the municipality is Steve Bikoville, followed by Refilwe. Steve Bikoville is problematic as the number of families in the settlement is growing rapidly. There is also growth in some of the smaller settlements. According to the Provincial Department's database there are more single households than family households in the area, implying that a variety of housing typologies and densities would be required to match the need.

2.5.5. Corridors / Linkages

The district offers the competitive advantage of proximity and access to both major urban nodes in Gauteng - Johannesburg and Pretoria, as well as to Oliver Tambo International Airport. It also offers access to critical points further east along the N4 / Maputo Corridor, such as Witbank, Nelspruit, the Kruger National Park and the expanding ocean port at Maputo. Costs associated with this access are much lower than in competitive locations, such as in Midrand or other more centrally-located areas.

Distribution cost is also an important factor in agricultural production, which relies on access to markets. Arable land is within a relatively short distance to the urban markets and export opportunities from both JIA and Maputo.

There are opportunities to enhance linkages with other jurisdictions as part of a broader marketing & investment strategy that will be developed. Initial concepts might include linkages developed especially with Maputo / Mozambique, Witbank, Ekurhuleni and export companies in Gauteng. The key is to strengthen and enhance linkages throughout the Maputo Corridor and between Metsweding and key producers/import-export nodes.

Engineering Infrastructural Analysis

The engineering infrastructure analysis includes the provision of water, sanitation, roads, energy and transport within the MDM Area.

2.6.1. Water and Sanitation

Table 20: Bulk Water Services and Sanitation Backlogs in NTT Local Municipality

Area	Bulk water required(mega litres)	Sanitation required(mega litres)
Steve Bikoville	5	4
Refilwe	1	3
Onverwacht	3 Boreholes	1
Rayton	2	1.2
Roodeplaat Area	3	3
TOTAL	11	12.2

Table 20 above shows that Steve Bikoville has the highest need in terms of bulk water (5 mega litres) as well as sanitation (4 mega litres) when compared to areas like Refilwe (1 mega litre for bulk water) and Onverwacht (1 mega litre for sanitation).

The following areas have been identified as hotspot areas for sanitation provision in Kungwini Local Municipality:

- Ekangala
- Bronkhorstbaai
- Rethabiseng
- Silverlakes (Kungwini West) – Presently discharging in Tshwane’s sewer lines
- Rural areas
- Sokhulumu (using pit latrines)
- Zithobeni
- Informal settlements (in private land)
- Plot 275 (Zwavelpoort) has no services – no maintenance of existing services

Table 21: Household connections water and sanitation backlogs in NTT Local Municipality

Area	Population	Households
Kameeldrift plot 175	4416	1104
Derdepoort plot 182	480	120
Derdepoort plot 65	144	36
Leeuwfontein plot 123	192	48
Donkerhoek plot 70 & 108	1080	207
Dewagensdrift plot 79	480	120
Rusteventer	64	16
Steve Bikoville	33600	8400
Onverwacht	1608	402
Refilwe	7400	1850
TOTAL	50136	15534

Table 22: Household connection water and sanitation backlogs in Kungwini Local Municipality

Area	Water (Consumer Units)	Sanitation (Consumer Units)
Zithobeni	327	2280
Rethabiseng Informal	20	661
Ekangala Informal	93	1752
Bronkhorstspuit Rural	1394	3145
Other Areas	219	934
TOTAL	2053	8772

Tables 21 and 22 above show that the backlogs in terms of water and sanitation household connections in Nokeng Tsa Taemane (with Steve Bikoville recording the highest by 8400 households connections backlogs) are much higher than in Kungwini local municipality (with Rethabiseng Informal recording the lowest by 20 households water connections backlogs).

2.6.2. Roads and Storm Water

Tables 23 and 24 below show that Nokeng Tsa Taemane roads and storm water backlogs are higher (with Roodeplaat & rural recording the highest by 600km) than in Kungwini local municipality (with L & J recording the lowest by 1.5 km).

Table 23: Roads and storm water backlogs in NTT Local Municipality

Area	Backlogs (km)
Cullinan (resurfacing)	20
Rayton (resurfacing)	22
Refilwe	28
Onverwacht	8
Roodeplaat & Rural (regravelling)	600
Steve Bikoville	40
TOTAL	718

Table 24: Roads and storm water backlogs in Kungwini Local Municipality

Area	Backlogs (km)
L & J (upgrading from gravel to tar)	1.5
Rietvleiview (upgrading from gravel to tar)	22.4
Rietvleiview (construction of storm water)	7
Grootfontein (upgrading from gravel to tar)	43
Grootfontein (construction of storm water)	19.5

2.6.3. Solid Waste

Table 25: Solid waste backlogs (pickup points) in NTT Local Municipality

Area	Pick up points
Refilwe	2628
Onverwacht	852
Roodeplaat	4000

Steve Bikoville	8400
TOTAL	15880

Table 25 above shows that Steve Bikoville has the highest (8400) backlogs in terms of solid waste pickup points when compared to Onverwacht with the lowest of 852.

2.6.4. Bulk Electricity Services

Table 26: Bulk Electricity Services Backlog in NTT Local municipality

Area (Town)	Backlog (KVA)
Steve Bikoville (Eskom supply area)	5000
Refilwe	5000
Onverwacht (Eskom supply area)	600
Rayton	5000
Cullinan	5000
Roodeplaat/Franspoort Area	5000
TOTAL	25600

Table 26 above shows that the identified areas have the same backlog (5000 KVA) in terms of bulk electricity services, with the exception of Onverwacht (600 KVA).

2.6.5. Public Transport and Roads

The MDM's Integrated Transportation Plan, May 2004, indicated that the road network in MDM comprises approximately 5000kms of roads. The classification of roads into the road classes is provided in **Table 27**, whilst **Figure 12** shows the MDM road network in terms of the road classification system that is currently available.

Figure 12: MDM Road Network

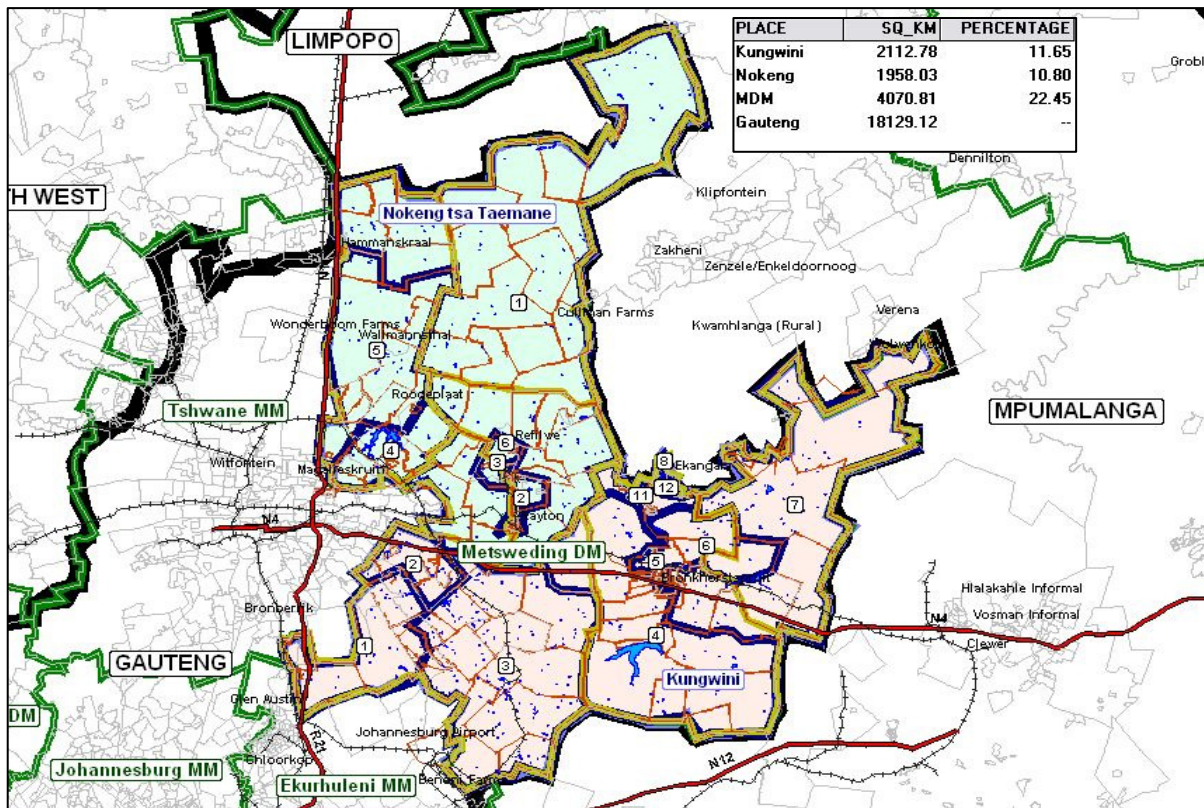


Table 27: Classified road network for MDM

Road Class	Road Length
Freeway	111.20
Arterial	108.55
Main	241.72
Secondary	754.63
Street	3667.31
Total	4883.41

Responsibility for the road network in MDM rests with three agencies/authorities, as follows:

- **The South African National Roads Agency Limited (SANRAL)**, responsible for the national route network. The national route network within

MDM area comprises approximately 122kms of the N4 and N1 freeways, including 7 full access interchanges.

- **Gauteng Province, Department of Public Transport, Roads and Works (Gautrans)**, responsible for the provincial road network comprising of approximately 1150kms of roads within MDM area and include two- and multi-lane roads.
- **Metsweding District Municipality**. It is not clear at this stage whether MDM holds the responsibility for any road section in its area of jurisdiction as a successor of the previous regional structures that were administering this planning area prior to its establishment.
- **Kungwini Local Municipality**, responsible for the local road network which comprises approximately 1900kms of roads.
- **Nokeng Tsa Taemane Local Municipality**, responsible for the local road network which comprises approximately 1650kms of roads.

The summary of the road network responsibilities within the MDM area is provided in the **Table 28** below.

Table 28: Road Network Responsibilities in MDM

Road Responsibility in MDM	Road Length
National	111.20
Provincial	1156.80
Local – Kungwini LM	1889.36
Local – Nokeng TT LM	1651.46
Total	4808.82

The current public transport system in the planning area comprises two road based transport modes, namely minibus-taxi and bus modes and the rail mode. There are 16 taxi ranks in the planning area operating on a daily basis. In addition, there are two more taxi ranks that are in operation on Fridays and/or weekends only. The list of all taxi ranks in the planning area, type, operational time during a day and capacities thereof are provided in **Table 29**.

Table 29: Minibus-taxi facilities in the MDM area

Facility				Operational Time Periods at Facility			Location of Facility	Taxi Associations Operating
PTIS Code	Name	Type	Capacity (veh)	AM	Midd ay	PM		
MR001	Refilwe	Formal	40	Yes	Yes	Yes	Refilwe	RCTA
MR002	Fourway (Cullinan) North	Informal	18	Yes	Yes	Yes	Cullinan	RCTA
MR003	Cullinan	Formal	40	Yes	Yes	Yes	Cullinan	RCTA
MR004	Zonderwater Hospital	Not applicable - This rank coincides with MR014						
MR005	Zonderwater College	Informal						
MR006	Rayton	Informal	9	Yes	Yes	Yes	Rayton	RCTA
MR007	Ekandustria	Informal	97	Yes	Yes	Yes	Ekandustria	SETA
MR008	Bronkhorstspuit A	Formal	80	Yes	Yes	Yes	Bronkhorstspuit	SETA & GBTA
MR009	Bronkhorstspuit B	Informal	23	Yes	Yes	Yes	Bronkhorstspuit	SETA & GBTA
MR010	Bronkhorstspuit C	Informal	23	Yes	Yes	Yes	Bronkhorstspuit	SETA & GBTA
MR011	Fourway (Rethabiseng)	Informal	5	Yes	Yes	No	Rethabiseng	GBTA
MR012	Zithobeni Ext 1	Informal	11	Yes	Yes	No	Zithobeni	GBTA
MR013	Zithobeni Ext 2	Informal	19	Yes	Yes	No	Zithobeni	GBTA
MR014	Zonderwater Rehabilitation	Informal	12	Yes	Yes	Yes	Zonderwater	RCTA
MR015	Fourway (Rethabiseng)	Informal	5	Yes	Yes	No	Rethabiseng	GBTA
MR016	Fourway (Cullinan) East	Informal	18	Yes	Yes	Yes	Cullinan	SETA
MR017	Fourway (Cullinan) West	Informal	12	Yes	Yes	Yes	Cullinan	RCTA
MR018	Kekana Gardens	Formal	5	Not Applicable			Kekana Gardens	Not applicable
MT001	Cullinan Mine (Chris Hani Hostel)	Formal	20	Yes	No	No	Cullinan Mine	RCTA

The only bus operator providing passenger service from or through the planning area is PUTCO operating from its KwaNdebele and Ekangala depots. The number of buses used in the services from these two depots on the daily basis and the average age of the fleets are indicated in **Table 30**, as obtained from the Dinokeng Transport Plan.

The Gauteng Province committed to the vision of achieving a 30% reduction in road accidents and fatalities by 2009. In response to this a road safety strategy to help us achieve this goal has been developed. The implementation of this strategy implies will include the increase and visibility of traffic law enforcement officers on the roads and establish a rapid response system to accidents and fatalities throughout the year. Moloto road has been identified as one of the high

road accidents zones where intervention to ensure the safety of pedestrians will be done.

Table 30: Basic information about PUTCO fleets in KwaNdebele and Ekangala

PUTCO Depot	Total number of vehicles in operation	Average Vehicle Age of the Fleet
KwaNdebele Depot	385	10 years
Ekandustria Depot	40	Not available

The sets of indicators, considered in the ITP, 2004, were based on the guidelines provided in the KPIs' specification document. The indicators were determined in support of national and provincial transport policy and the Gautrans PLTF. The specification document identified seven sets of performance indicators, as follows:

- Customer service performance indicators
- Operational system performance
- Infrastructure performance indicators
- Service performance indicators
- Vehicle and accident KPIs
- Financial performance indicators
- Administration performance indicators

The following are some of the main findings and notes related to the measurement of the Customer Service Indicators in MDM:

- *Travel time and cost KPIs:*
 - The average travel time for work trips varies between approximately 22min and 45min among seven analyses areas. The average travel time to work for the whole MDM is approximately 33min.
 - The average travel time for education trips varies between approximately 13min and 37min, whilst the average for MDM is approximately 24min.

- No sufficient information was found to calculate cost-related indicators, namely Average Travel Cost for work and education trips.
- The percentage of commuters spending more than 10% of personal income on work trips varies between approximately 10.5% and 17%. The average percentage for MDM is approximately 14%.
- *Mode share of work trip (mode used for the longest part of trip)*
 - This set of KPIs was not measured due to the unclear and/or inconsistent interpretation between the guideline document and the database (Gauteng Household Survey2 2002)
- *Mode share of work trips for all mode combinations*
 - Main travel modes for work trips in MDM are walk, car and minibus-taxi.
 - In most of the analyses area, except in Analyses Areas 6 & 7, people predominantly walk to work.

2.7. Institutional Analysis

The MDM was established at the time of the demarcation process in 2000. With no base to work from, the focus of the first two years was to devote most of its financial and institutional resources to establishing the administration and dealing with committed projects inherited from the former Eastern Gauteng Services Council. Institutional issues such as staff recruitment and retention, a comprehensive performance management system and ensuring relevant planning capacity in general will have to be addressed on a continuous basis.

The focus of the next stage is to consolidate its role as a facilitator and coordinator of development and growth for the region in terms of its legal mandate.

Figure 13 represents the new political structure of the MDM that comprises the Council, Executive Mayor, three portfolio clusters which are divided into separate portfolio committees.

Figure 13: Political structure

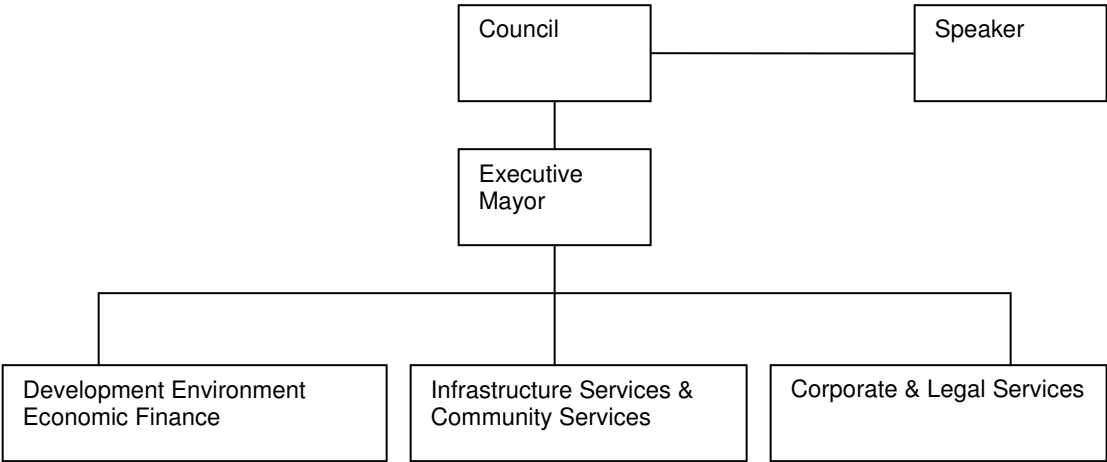
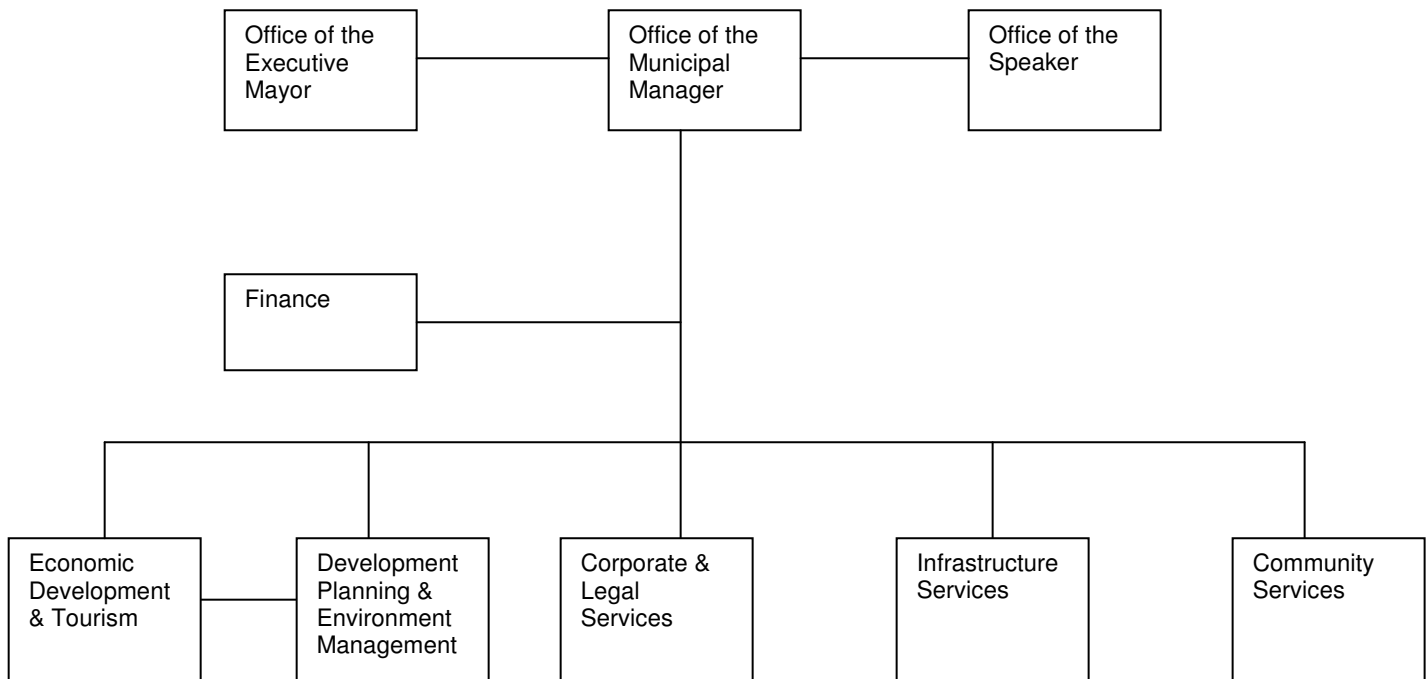


Figure 14 represents the MDM organizational structure in terms of the specific functions that are fulfilled and not positions.

Figure 14: High Level Organisational Functions



Employment Equity & Staff

- Staff compliment 44
- Blacks 38
- White 03
- Indians 01
- Coloureds 02

Management Team : 10 people

Males: 08

Females: 02

- No people with disability
- Of the staff compliment 90% is Black and 10% is white. Management Team comprises of 80% male and 20% female.
- The fact is that MDM finalised the appointment of females at Management level on previous occasions, however the offers were rejected by the incumbents due to salary scale.
- A challenge is to secure the appointment of suitable people with disabilities.
- The above concerns will be addressed through the Organisational Redesign by July 2008.

POLICIES

- MDM has the following policies in place :
 - Termination of service and exit policy,
 - Entertainment Policy,
 - HIV and AIDS policy,
 - Training and Skills Development Policy,
 - Health and Safety Policy,
 - Affirmative Action policy,
 - Land and selling policy,
 - Cell phone policy,
 - Recruitment policy,
 - Bursary Policy,
 - Remuneration of public Office Bearer's policy,
 - Capacity of party caucus policy,
- IT policy which has the following:
 - Employee IT policy,
 - Software Policy
 - Software Acquisition.

- However, most of the policies are outdated and do not address the challenges of the future plans that the District has. MDM is in process of reviewing most of the policies to suit the needs of the District.
- HRD Strategy and Training:
MDM is currently in a consultation process for Development of HR and retention strategy. Training is continuously done as per WSP even though there are challenges with regard.

The current institutional state of the MDM was assessed in terms of the following¹:

Aspirations:

The vision, mission and objectives that have been developed, are still only general knowledge within the organization and the MDM's intention is to move to a position where its aspirations are translated into concrete measures and well defined time frames and budgets and are consistently used to direct actions and set priorities.

Strategy:

- Although the strategy is now linked to mission, vision, and overarching objectives, it is not broadly known and the next step is to ensure that it influences day-to-day operations.
- Core programs and services still need to be aligned with the mission and objectives;

¹ Adapted from McKinsey Capacity Assessment Grid

- The MDM is in the process to ensure that the strategy is measurable and providing a clear indication on what exactly needs to be achieved and what to report on annually, the why and the what is lacking

General Organisational Skills:

- Currently there is very limited measurement and tracking of performance and a PMS policy has therefore been approved to better the situation; all or most evaluations are currently based on subjective evidence; municipality collects some data on program activities and outputs (e.g., number of children served) but has no social impact measurement ;
- The MDM has the ability and tendency to develop high-level operational plan either internally or via external assistance;
- The use of partnerships and alliances with public sector, nonprofit, or for profit entities is to be enhanced;
- A basic set of processes in core areas for ensuring efficient functioning of organization is in place although the intention is to monitor and assess processes on a more regular basis.

Systems:

- The systematically collection of appropriate data is needed to enhance planning activities;
- Decision making framework fairly well established and process is generally followed, but often breaks down and becomes informal;
- Financial activities transparent, clearly and consistently recorded and documented, include appropriate checks and balances, and tracked to approve budget;
- The issue of knowledge management will be addressed; and
- Electronic databases and management reporting systems will be improved.

Figure 15 indicates a summary of the general capacity analysis. The indicators that were used to indicate the state of capacity are as follows:

	Need for increase in capacity
	Basics are in place but further discussion is needed
	Adequate level of capacity but refinement is needed

Figure 15: Assessment of capacity

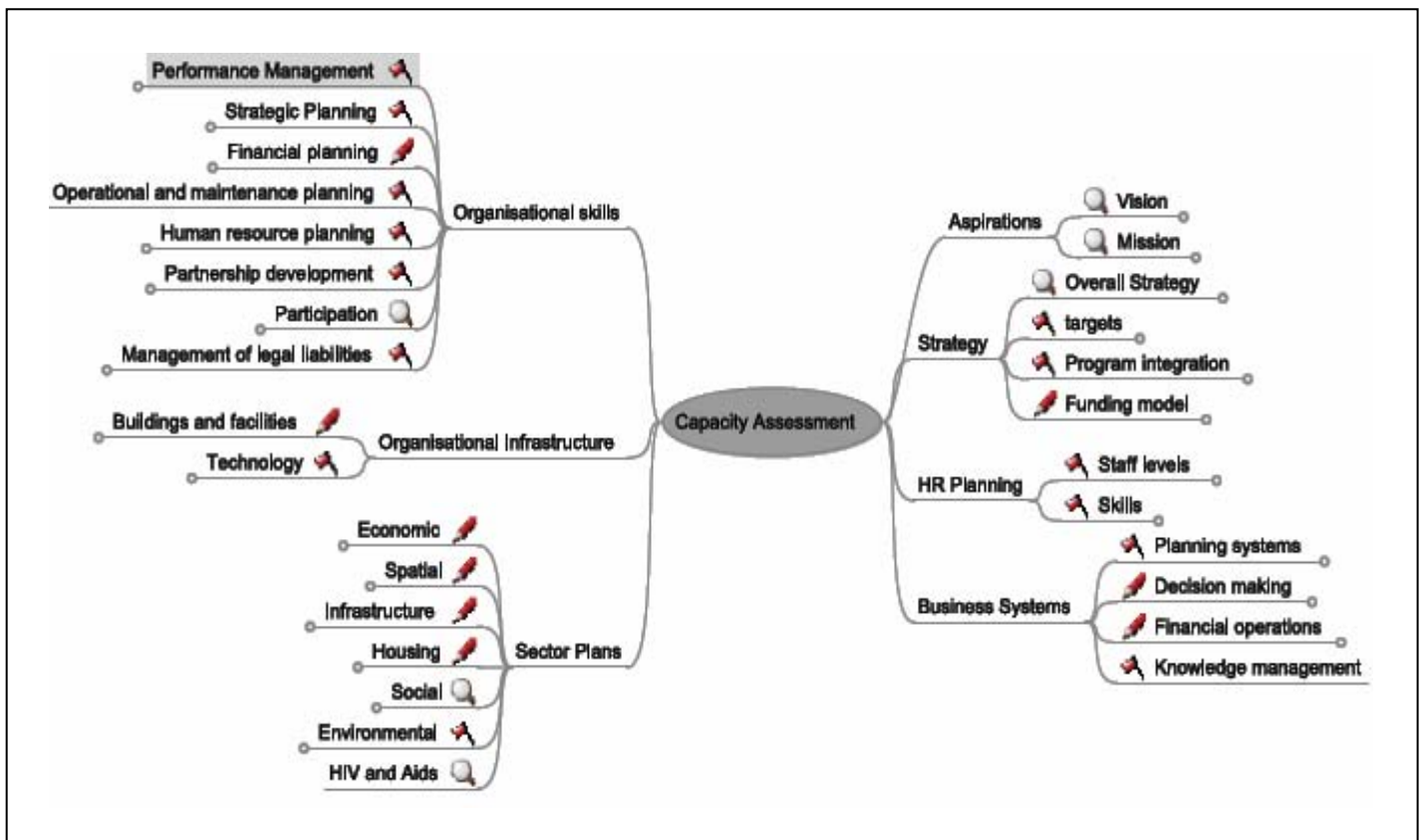


Figure 15 provides indications of where the priority focus should be when organizational strategies are being compiled. Key issues that will have to be addressed in the strategies chapter include:

- At the strategic planning level, targets and programme integration need more focus
- Staff and skill levels should be discussed within the context of the DM's role and mandate
- There is a definite need to enhance the planning systems especially taking into account that the DM has an important coordination role to play
- A number of organizational skills will have to be addressed

3. STRATEGIES PHASE

Because of a municipality's limited resources, it needs to decide which strategies will benefit the municipality and its communities the most. Strategy formulation issues include for example how to allocate resources, how to ensure a balance between addressing the past while spending enough to ensure a future and to build human capital at the same time. Such decisions commit a municipality to specific interventions and development programmes over a specific period of time. A well developed strategy also assists the municipality in developing a disciplined organisation that focuses on the right things.²

The general strategic planning process is described in **Figure 16**. A vision, mission, objectives and programmes with projects and these were built into a coherent and integrated measurable IDP strategy, taking cognizance of what was decided on. The end result is a Strategy Map that is based on the methodology of the Balanced Scorecard.

² Adapted from Nils-Goran Olve and Anna Sjostrand. The balanced Scorecard. 2002 Capstone Publishing Company.

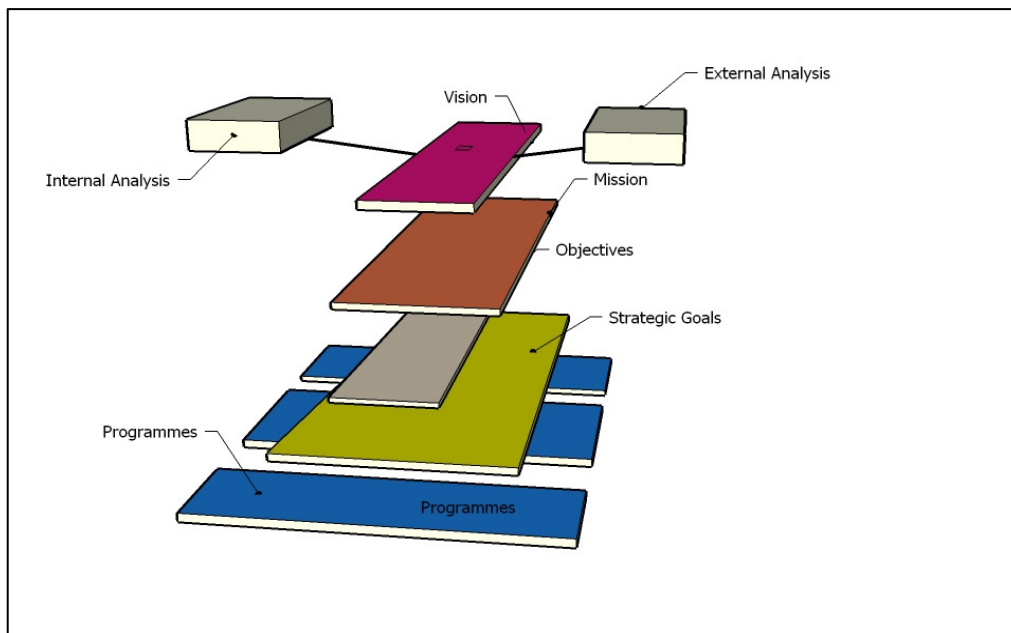


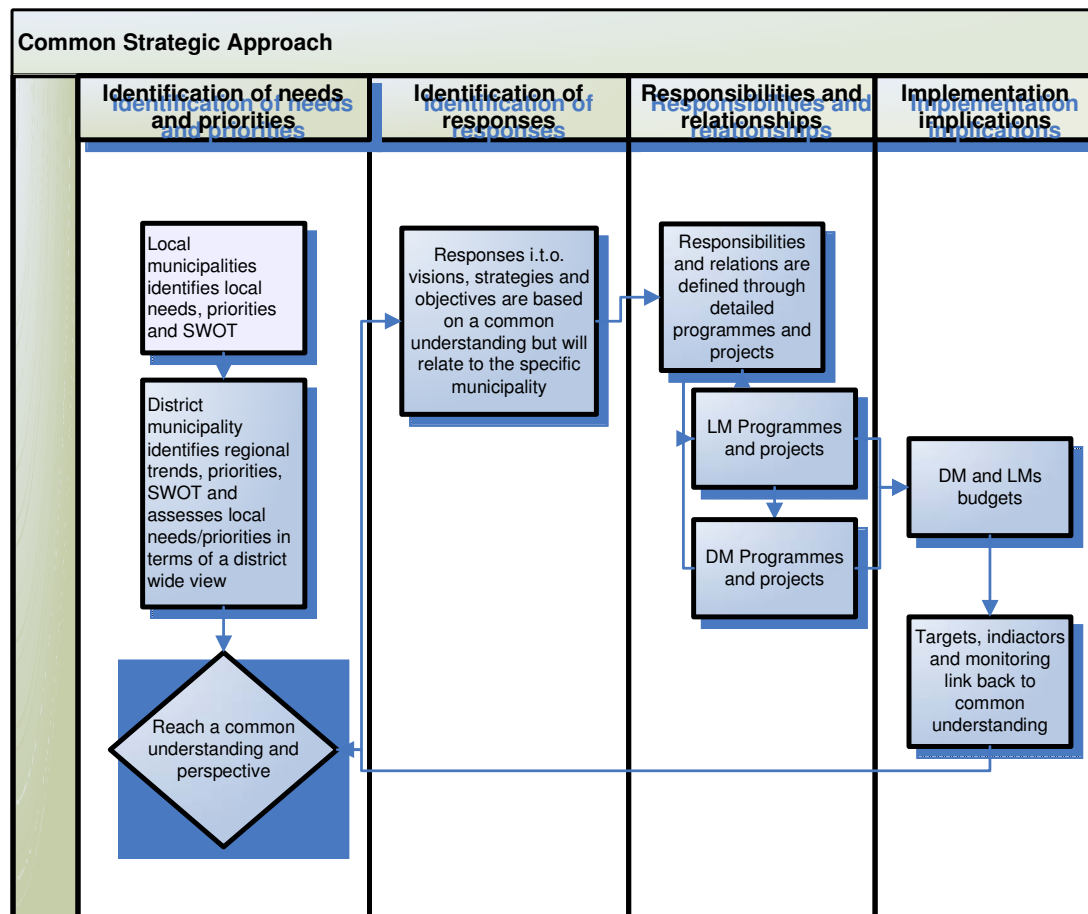
Figure 16: Strategic Planning Process

It is also important to indicate how the MDM's strategy and objectives addresses:

- Issues that were identified during the analysis phase
- The MEC comments on the 2007-2012 IDP
- National and Provincial objectives and priorities

Probably one of the most important issues was the alignment between the three municipalities. **Figure 17** indicates the process that was followed from the identification of needs and priorities to the implementation implications to ensure that a common understanding and perspectives were reached.

Figure 17: Alignment



The above process influenced the strategy development of all three municipalities.

3.1. Vision and Mission

Vision development is an important step in the strategy development of the district. The MDM has embarked on a process to discuss its vision and to ensure that it is widely understood and shared.

The vision of the MDM is:

MDM is a tourist destination where excellence, good governance, sustainable growth and service delivery prevails

This vision is an overarching vision for the district area and is supported by the visions of the LM's as both of them focuses on service delivery and community and customer relationship, important ingredients for the success of the district vision.

The Vision for the Nokeng tsa Taemane Local Municipality is:

“Towards a distinctly African municipality.”

The Vision for the Kungwini Local Municipality is:

“A viable Municipality that delivers quality and sustainable services”.

More detailed discussions are foreseen to ensure alignment and support in terms of vision development and implementation for the district. One of the immediate steps was to develop a mission statement that encompasses the intentions of the three vision statements and that starts to focus on the district as an entity and not three independent institutions.

The mission of the MDM is to promote:

- Local accountable democracy through active community participation;
- Economic advancement to fight poverty and unemployment;
- Accessible, needs-satisfying service rendering in a sustainable and affordable manner;
- Municipal transformation and institutional development; and
- Environmental management to ensure a balance between sustainable human settlements and the growth of the economic base of the district.

It is also important to note that although the MDM's vision is focused on tourism, it will not be the only sector that will receive attention. The vision of tourism is also not related to the economy only but relates also to the MDM as a

destination with sustainable growth and service delivery that will enhance the quality of life of its communities.

3.2. Municipal Strategy Map

The Strategy Map is developed around the vision and mission of the MDM and how to achieve the strategies of the municipality and strengthen the link between strategy formulation and strategy execution. It shows the four perspectives of the Balanced Scorecard and four layers, with human capital development, followed by the institutional capacity, client satisfaction and financial sustainability results as well as mission value in the case of the MDM.

The departure point for the development of the Strategy Map was to conduct a thorough SWOT and desk top analysis and to ensure that cognizance is given to the **National Key Performance Indicators** to which reporting is required. Thereafter the vision and mission was developed. GAP analysis from all the documents and plans were done to ensure which strategies will take the municipality to become *a **tourist destination where excellence, good governance, sustainable growth and service delivery prevails.***

The Strategy Map of the MDM is based on several principles:

- It balances contradictory forces and different strategies within a strategy;
- It offers a differentiated customer value proposition;
- It focuses on the most important institutional processes that need to be addressed;
- It creates a foundation to be innovative;
- It focuses on both the tangible as well as intangible aspects;
- It forces change and leadership involvement;
- It introduces a focused measurable approach; and

The methodology used in the development of the MDM's Strategy Map is aimed to steer away from a sectoral approach and to ensure integrated development in terms of what needs to be developed and achieved by the municipality.

Figure 18: Metsweding Strategy Map

Objects of Local Government
Increased Municipal Income

Co-operative Governance and Transformation

Strategic Objectives

Financial Viability
Enhance the revenue from own and other sources

Community/Client Satisfaction

Ensure sustainability and maintenance of Inter and intra-governmental relations

Ensure sustainability and maintenance of effective community and stakeholder relations

Institutional Capacity

Implement and manage an effective communication system

Develop sustainable Council, administration and community structures

Human Capital

Develop and sustain customer relationship management competencies for all - Councillors, Ward Committee members and Employees

Capacitated Communities

Social and Environmental Attainment

Capacitate communities to care after municipality's interests

Capacitate communities through alternative service delivery solutions

Ensure community social, health, educational and safety well-being

Ensure environmental well-being

Develop effective environmental compliance monitoring systems

Develop baseline and benchmarking intelligence and reporting system

Promote and network Public Private Partnerships

Ensure integrated development for economic growth

Increased income per capita

Advanced Economic Growth

Manage economic development through integrated growth and

Increase economic opportunities through economic empowerment

Brand Metsweding

Develop a high performance culture

Increased and Maintained Services

Optimised Infrastructural Services

Optimally leverage capital investment

Improve access to basic and other service delivery in a sustainable manner

Maintain and upgrade municipal assets

Prioritise and optimise resource allocation and utilisation resource allocation

Develop strategically aligned multi-skilled and knowledgeable workforce to achieve best practice applications

Engage in change and diversity management to create a developmental learning local government environment

Creditor Rating

Organisational Excellence

Increase financial viability

Practise Sound Governance

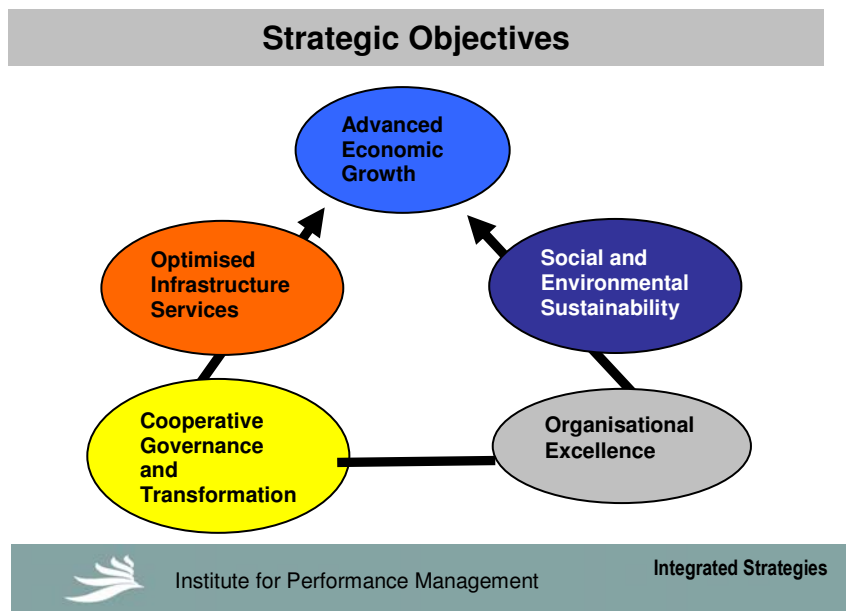
Develop and apply service standards

Develop and upgrade support and operating systems and procedures for sound governance

Develop and retain the best human capital through institutional development, capacity building strategies to ultimately become an employer of choice

3.3. Strategic Objectives

Out of the mission development, a set of strategic objectives were identified. The intention is to move away from almost sectoral Key Performance Areas to an integrated objective and KPI approach where all departments, and municipalities, should work together in achieving the goals, objectives and strategies for the district area as a whole. The strategies objectives are illustrated below.



The following is more detailed descriptions of each of the objectives.

Co-operative governance and Transformation

The intention of this objective is that if the municipality focuses on customer care competencies for Councillors, ward committee members and employees it shall lead to better communication systems and a better informed Council and community structures. If appropriate communication systems and structures are established, focus shall be created to which inter and intra-governmental organisations need to be lobbied for resources needed to address community needs, **especially those of women, youth and the elderly.**

Better community and stakeholder relationships will lead to better revenue streams for the municipality. **Also of importance is the fact that a district municipality and the local municipalities within the area of that district municipality must co-operate with one another by assisting and supporting each other.** This objective reflects a growth strategy where the clients and customers must be retained and where positive perspective towards the municipality must be created.

Social and Environmental Sustainability

The challenge under this objective is to ensure that the well-being of communities is enhanced and that long term quality of life for all citizens is created, **building sustainable communities.** The most important aspect of well-being evolves around the development of sustainable communities and accessibility to basic services and a specific strategy was developed to look at alternative service delivery ways whereby quick wins in the second economy can be created. This objective also reflects a growth strategy as well as the impact on good quality living whereby clients are retained and attracted to the area.

Building blocks are created on how to care and how to improve environmental, health, social, educational and safety community well-being. Once the community is better off it will start to care after municipal assets.

Once the community care after municipal investment huge savings can be accrued through capacitated communities and community partnerships.

Advanced Economic Growth

Through the LED development process, firm economic growth strategies will be developed where especially the first and second economy will meet and where both can contribute to sustainable growth and future wealth. **Although the vision of the MDM focuses on tourism, it is not the only sector that will receive attention.**

The departure point here, once again, is that a high performance culture within the municipality needs to be established. Employees will have to do things differently to install customer confidence. If high turn around times can be established the importance of real integrated way of doing things must be embedded. If real integration can be established, better planning will lead to investor confidence and economic sector co-operation and investment. The ultimate achievement would be if real income per capita can be created and that a good economic growth rate can be advanced.

Optimised Infrastructural Services

A capital investment framework and plan are being established to ensure budgets are spent where growth will occur and **quality of life** in undeveloped areas should be enhanced. Once these aspects are catered for, the focus must shift to return on investment as well as cost recovery and the **implementation of basic services** accordingly. The implementation of infrastructural services must therefore be measured in terms of how services are increased in a very cost effective manner. This theme reflects a productivity strategy.

This objective reflects what it says and that is that every cent spend must be optimised. The MDM must focus on knowledge base management and ensure that skills are developed. Well trained people will directly result in productivity and less fruitless expenditure. Another factor is to conscientise the administration around the importance to care after the assets of the municipality. The question of service standards and the control and management of service level agreements becomes very important.

Organisational (organised) excellence

This objective will focus on how the MDM should retain quality staff through retention, succession and organisational design. Quality staff will contribute directly to the better operation of all systems and technology within the

municipality. Good functional systems shall contribute to sound governance and sound governance will lead to a good financial viable institution. Underneath this theme the questions of risk, audit and legal management shall be organised in a different manner because the ultimate output that needs to be achieved must result in a better creditor rating.

Although the three municipalities use different terminologies, there are common approaches to the objectives. **Table 31** indicates the MDM objectives with the aligning LM objectives.

Table 31: Objectives

Metsweding Objectives	Kungwini Objectives	Nokeng Tsa Taemane Objectives
Co-operative Governance and Transformation	Develop Capacity of Councillors and Staff	Fostering and inclusive NTT
Social and Environmental Attainment	Promote Social Development and Alleviate Poverty	Fostering and inclusive NTT
Optimised Infrastructural Services	Ensure Effective Service Delivery	Develop a productive NTT
Advanced Economic Growth	Promote Local Economic Development	Developing a sustainable NTT Develop a productive NTT
Organisational Excellence	Promote Good Governance, Sustainable, Effective and Efficient Administration	Development of a well governed NTT

3.4. Objectives and Strategic Programmes

Table 32 below indicates the objectives and strategic programmes for the MDM. It also indicates which of the specific findings from the analysis phase will be addressed:

Table 32: Addressing key issues from the Analysis

Objects	Strategic Programmes	Analysis findings addressed
Co-operative Governance and Transformation	- Enhance the revenue from own and other sources - Sustain and maintain Inter and intra-governmental relations - Sustain and maintain effective community and stakeholder relations - Develop sustainable Council and community	- Institutional priorities - Participation - Provincial and local alignment - Ward committee support - Customer Care centre

Objects	Strategic Programmes	Analysis findings addressed
	structures • Implement and manage an effective communication system • Develop and sustain customer relationship management competencies for all - Councilors, Ward Committee members and Employees	
Social and Environmental Attainment	• Capacitate communities to care after municipality's interests • Ensure community social, health, educational, safety and environmental well-being • Develop effective environmental and LUMS compliance monitoring systems • Develop baseline and benchmarking intelligence and reporting system • Engage in change and diversity management to create a developmental learning local government	• Safety and security • Conservation and cultural heritage • Provision of community facilities
Advanced Economic Growth	• Manage economic development through integrated growth and development strategies • Promote and network Public Private Partnerships • Increase economic opportunities through economic empowerment • Ensure integrated management for economic growth • Brand Metsweding • Ensure employee satisfaction and well-being • Develop a high performance culture	• Tourism attraction • Alleviation of poverty • Diversification of the economy • Localised economic development • Containment of local economic leak. • Skills development
Optimised Infrastructural Services	• Optimally leverage capital investment • Improve access to basic and other service delivery in a sustainable manner • Maintain and upgrade municipal assets • Prioritise and optimise resource allocation and utilisation thereof • Develop and apply service standards • Develop strategically aligned multi-skilled and knowledgeable workforce to achieve best practice applications	• Basic service delivery • Maintenance and upgrading of existing services and infrastructure • Ensuring services with adequate capacity and quality
Organisational Excellence	• Increase financial viability • Practice Sound Governance • Develop and upgrade support and operating systems and procedures for sound governance • Develop and retain the best human capital through institutional development, capacity building strategies	• Ensuring relevant capacities • Quality HR systems • Attracting relevant skills • Customer care

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The above objectives must not be seen in isolation - it is a true attempt to ensure integration that ultimately must result in a performance driven organisation. The

above ensures the attraction of new customers, the retention of existing customers as well as the deepening of customer relationships. A matrix across the four perspectives of the Balanced Scorecard as well as horizontally according to the Balance Scorecard themes is built. At the financial perspective the focus was on how to balance the contradictory forces as well as to look at long-term versus short-term strategies. Under the client / customer perspective the strategy was based on a differentiated value proposition. The internal perspective focused on what systems are key for the success of the differentiated themes. The Learning and Growth perspective focused on how the intangible aspects and their role in terms of the broader strategies and accomplishments had to be aligned. The advantage of the balanced scorecard is that it is an excellent tool to align strategies into action through the deployment of an organisational measurement system.

3.5. National and Provincial Alignment

In his state of the nation address, President Thabo Mbeki stated “The entirety of our system of governance is therefore making the commitment that in the period ahead of us, it will do its best to live up to the imperative – **Business Unusual!** We speak of Business Unusual not referring to any changes in our established policies but with regard to the speedy, efficient and effective implementation of these policies and programmes, so that the lives of our people should change for the better, sooner rather than later.”

The above is an important input into the strategic and alignment process and provides strategic direction to specific priorities and deliverables.

Table 33 indicates the alignment between national and provincial principles and objectives as indicated in the NSDP and GGDS respectively and the MDM’s priorities and objectives.

Table 33: Addressing Provincial Strategy

National and Provincial Objectives and Principles	District Wide Priorities					Relevant Strategic Objective
	Service Delivery	Environmental Management	Economic Growth	Coordination	Social Development	
NSDP Principles						
Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.	•		•	•	•	Advanced Economic Growth:
Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens, should therefore be focused on localities of economic growth and/or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.	•		•	•		Advanced Economic Growth Optimise Infrastructure Services
Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide	•	•		•	•	Social and Environmental Attainment

sustainable employment or other economic opportunities.						
In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres. Infrastructure investment and development spending should primarily support localities that will become major growth nodes in South Africa and the Southern African Development Community region to create regional gateways to the global economy.	•	•	•	•	•	Advanced Economic Growth Optimise Infrastructure Services
GGDS Objectives						
Ensure that all Provincial socio-economic development is based on the principle of integrated, sustainable, holistic and participatory planning and development,	•	•	•	•	•	Advanced Economic Growth Optimise Infrastructure Services Social and Environmental Sustainability
Provide economic growth, job creation and related targets for the Province for the next decade of democracy,						Advanced Economic Growth
Build on co-operative governance and inter-governmental relations towards ensuring integrated service delivery, optimal use of all government resources and requisite budget allocations to support growth and development,	•			•		Cooperative Government and Transformation Optimise Infrastructure Services
Consolidate and increase relationships and partnerships with other sectors of society such as Public Private Partnerships (PPPs),				•		Cooperative Government and Transformation
Identify opportunities for all sectors of society and all citizens to be involved in the reconstruction and development of our Province,	•		•	•	•	Cooperative Government and Transformation
GSDP principles						

<i>Principle 1:</i> Existing spatial concentrations of economic activity, areas showing potential for the expansion of economic activity and areas that play a supportive role in the regional economy, should be prioritised for public sector fixed investment that support economic activity.			•	•		
<i>Principle 2:</i> Promote socio-economic inclusion in the Gauteng province with its significant overlap in economic activity and poverty and high levels of spatial fragmentation and exclusion. This inclusion will have to be achieved by (1) creating overlaps between economic activity and poverty through improving spatial accessibility profiles of poverty concentrations, and (2) investment in people in areas of high levels of poverty.	•				•	
<i>Principle 3:</i> Stimulate emerging and new spatial overlaps of economic activity and poverty by focused investment in poverty concentrations that show potential for economic development in their spatial and socio-economic contexts.			•	•		
<i>Principle 4:</i> Develop a sustainable urban region through promoting equitable access to basic services, the protection of natural and cultural resources, and an urban form that supports greater efficiencies in land use and service provision.	•	•		•	•	

3.6. Alignment with neighboring Municipalities

Metsweding District area is adducted by Waterberg District Municipality, Bojanala District Municipality, Greater Sekhukhune District Municipality, Nkangala District Municipality and Tshwane Metropolitan Council (Gauteng Province) and Ekurhuleni Metropolitan Council (Gauteng Province).The following **table 34** outlines the alignment issues with the neighboring municipalities:

Table 34: Waterberg District Municipality

Issues	Alignment Implications
Water, sanitation and drought Relief:	This strategy must be considered in the development of the agricultural disaster management section of the disaster management strategy for Metsweding. Metsweding does not have any bulk water infrastructure which it shares with Waterberg therefore there is no need to align water service provision strategies with Waterberg.
Roads and storm water:	The road that link Metsweding to Bela Bela is a national and provincial road. Alignment to national and provincial Development programs in relation to this road will need to be considered by Metsweding. Waterberg is looking on developing a roads master plan Metsweding is required to follow this process very carefully in order to input into the development of such a plan
Economic development:	Waterberg is seeking to encourage tourism in its jurisdictional area. These efforts must be aligned in the Bela Bela Local Municipality with those of Metsweding in Nokeng more specifically the Dinokeng project. There are other projects such the development of a Regional Agency in the municipality, the functions and related projects of this agency must be imputed on by Metsweding to ensure that benefits for Nokeng can be achieved through such a process. The municipality is aiming to promote skills development, efforts to ensure that duplication is avoided between Metsweding skills programs and those of the Municipality that will be provided in Bela Bela. Due to the proximity between Steve BikoVille and some areas in Bela Bela it would be efficient and sustainable if skills development programs in these area are coordinated to reduce waist full expenditure and to ensure one service provider is engaged to provide services for the people in these areas.
Environmental management:	There are no proposals critical for alignment and integration detailed in the IDP of Waterberg except for the development and improvement of a local abattoir.
Disaster management:	The bulk of the disaster management proposals are all focused in Lephalale which is distances away
Community participation and	This is a localised strategy that required no alignment with Metsweding

Communication:	
Safety and security:	Critical projects identified here relate to local coordination efforts with Community Policing bodies and institutions. Metsweding should ensure that relationships are developed with safety and security institutions in Bela Bela so as coordinate localised information on crime across municipalities.
Institutional:	The institutional requirements are localized and therefore not necessary for Metsweding to align with.
Educational:	The coordination of education is considered critical, however due to different provincial jurisdictions not alignment in this regard is required.
Sports, arts and culture:	Sports and recreation projects in the municipality relate to localised infrastructure development. Most critical for Metsweding is the Development of the sporting codes in Waterberg and the organization of these codes. These bodies can provide critical sporting and Other relationship building opportunities between Nokeng (Metsweding) and Bela Bela (Waterberg).
Electricity:	Relates to localised electrification efforts. There are no bulk infrastructure required in Waterberg to service Metsweding nor does this Condition applies vice versa.

Table 35: Nkangala District Municipality

Issues	Alignment Implications
Water and sanitation	Metsweding does not have any bulk water infrastructure which it share with Nkangala therefore there is no need to align water service provision strategies with Nkangala
Roads and storm water:	The road that link Metsweding to Nkangala is a national and provincial road. Alignment to national and provincial Development programs in relation to this road will need to be considered by Metsweding. Nkangala is looking on developing a roads master plan Metsweding is required to follow this process very carefully in order to impute into the development of such a plan
Economic development:	Nkangala is seeking to encourage tourism in its jurisdictional area. These efforts must be made to align these strategies with Metsweding strategies. Other economic strategies are rather localised and are not of significant alignment importance to Metsweding.
Environmental managemen	There are no proposals critical for alignment and integration detailed in the IDP.
Disaster management:	The bulk of the disaster management proposals are localised, however like with Waterberg, Metsweding should consider a regional issue based disaster committee focusing on common rural disaster issues.
Good governance and Institutional ion:	These are localised strategies that required no alignment with Metsweding
Education:	The coordination of education is considered critical, however due to different provincial jurisdictions not alignment in this regard is required.
Sports, arts and culture:	Sports and recreation projects in the municipality relate to localised infrastructure development.
Electricity:	Relates to localised electrification efforts. There are no bulk infrastructure relations between the municipalities.
Housing	These are localised strategies that required no alignment with Metsweding
Welfare	These are localised strategies that required no alignment with Metsweding
Transportation	The coordination and planning of the Moloto rail corridor and other public transport facilities is critical.
Safety and security:	Critical projects identified here relate to local coordination efforts with Community Policing bodies and institutions. Metsweding should ensure that relationships are developed with safety and security institutions in Nkangala so as to coordinate Localised information on crime across municipalities.

City of Tshwane

Tshwane is located on the western side of Metsweding District municipality. Nokeng Tsa Taemane is directly in the northeast, east and partially in the south of the Tshwane Metropolitan Council and Kungwini is on the western side. Like Ekurhuleni, Tshwane is a major opportunity area and as such all aspects of this municipality relating to opportunities in Metsweding are critical for consideration and coordination. The development pressure exerted by the high income housing development has entered the Kungwini area putting pressure on the limited services in the area. The alignment of development management and service provision in this area is critical. A number of agreements have been entered into by the individual local municipalities and with the district itself. These agreements are the point of alignment and should be managed properly.

Tshwane's IDP has identified the following strategic objectives:

- Development of the North
- Maintaining Existing Urban areas
- Strengthen key economic cluster,
- Celebrating the capital,
- Building social cohesion,
- Strong developmental municipal institution,
- And sound Financial Fundamentals

4. PROJECTS PHASE

4.1. Metsweding District Municipality

FUNDED PROJECTS 2008/2009

Table 36.1: MDM Office of the Executive Mayor Funded Projects 2008/2009

<i>Strategic Objectives</i>	<i>Project/Program</i>	<i>Location</i>	<i>Target Date</i>	<i>Budget (in 000)</i>	<i>Source of Funding</i>	<i>Major Activities</i>	<i>Implementing Agent</i>
Cooperative Governance	• IGR Structures • IGR Schedule and Programs • MOU with neighbouring municipalities	Metsweding	End of financial year (FY)	R200	MDM/MSIG	*2 Workshops *Meetings before Council meetings *Sign MOU's with neighbouring municipalities *Coordinate Premier's Coordination Forum (PCF) *Mayoral Izimbizo	MDM/Local municipalities and Prov. Sector Departments
	• Professionalism • Anti-corruption measures • Sound Financial Management • Adherence to Batho Pele Principles • Performance Management • Legislative and Strategic Compliance • Accountable Organisation • Political Oversight • Administrative Oversight	Metsweding	End of FY	R100	MDM/	*2 workshops *1 Summit *Align Performance Management System with the IDP *Extend PM to all staff and Councillors *Regular Performance Appraisal *Reward excellence *Operationalisation of MPAC *Regular auditing function – Audit Committee & Internal Audit Team	MDM
	• Data Base • Skills Audit • Capacity Building • Mayoral GDS • Advisory Councils	Metsweding	End of FY	R200	MDM	*Data base *Skills Audit *Capacity building programs *Mayoral Izimbizo *Councils & Forum meetings	

	• Mayoral GDS Participatory Forums •						
Strategic Objectives	Project/Program	Location	Target Date	Budget (in 000)	Source of Funding	Major Activities	Implementing Agent
Cooperative Governance	• Redrafting and adoption of Strategy • Alignment with IDP • Lead Projects and Business Plans • Solicit Investment • Diplomatic Liaison • International Relations Plan	Metsweding, Provincially, Nationally & Internationally	Ongoing	R2000	MDM/GPG	*Business Plans *Investment Conference *Investment Bi-laterals *International visits *International twining agreements *MOUs signing	MDM & Local municipalities
	• Common communication platform • Coordination of IGR Structures and Programs • Information Dissemination to Public & Stakeholders and feedback from them	Metsweding	Ongoing	R80	MDM /	*Adoption of a common communication platform *Joint interaction program with communities	MDM & Local municipalities
Social and Environmental Sustainability	• Stakeholder Analysis and data base • Stakeholder Participation	Metsweding	By end of FY	Covered above	MDM /	*Data base *Joint interaction program with stakeholders	MDM & Local municipalities
	• Development of Relevant Policies	Metsweding	By end of FY	R150	MDM/GPG	*Policy workshops/hearings	MDM & Local municipalities

	- Service Delivery Plans and models - Partnership initiatives - ICT Infrastructure Investment - Strategic maintenance of and Infrastructure investment - Definition of critical variables – poverty, indigence, unemployment & vulnerability	Metsweding	By end of term	R3000	MDM/GPG	*Development of plans and models *Establishing PPP's *Soliciting investment – bilateral/ multilaterals/ conferences *Commission Research *Identification of strategic infrastructure & investment & maintenance in it	MDM & Local municipalities
	National Calendar Events	Metsweding/ Provincially/ Nationally	Ongoing	R1200	MDM/Local Municipalities/ GPG	*Commemoration events *Focus Weeks & Months *Mayoral Izimbizo *Awareness Programs	MDM/Local Municipalities/other spheres of government
Strategic Objectives	Project/Program	Location	Target Date	Budget (in 000)	Source of Funding	Major Activities	Implementing Agent
Social and Environmental Sustainability	Development Communication	Metsweding	Ongoing	R100	MDM/GPG	*Community-centred communication strategy Development	MDM & Local municipalities
	- Monitor enrolment & exit - Partnership programs with Department of Education	Metsweding	By end of FY & ongoing until 2014	R50	MDM/GPG	*Access & analyse statistics *Partnership programs to enhance access *Partnership programs to enhance performance	MDM & Local municipalities
	- Monitor enrolment & exit - Partnership programs with Department of Education	Metsweding	By end of FY & ongoing until 2014	R50	MDM/GPG	*Access & analyse statistics *Partnership programs to enhance access *Partnership programs to enhance performance	MDM & Local municipalities
	- Monitor statistical dynamics - Identification & elimination of social	Metsweding	By end of FY & ongoing until 2014	R50	MDM/GPG	*Access & analyse statistics *Partnership programs to eliminate negative social conditions *Partnership programs to enhance	MDM & Local municipalities

	conditions giving rise to infant & child mortality					access to health services & education	
	- Monitor statistical dynamics - Identification & elimination of social conditions giving rise to infant & child mortality	Metsweding	By end of FY & ongoing until 2014	R50	MDM/GPG	*Access & analyse statistics *Partnership programs to eliminate negative social conditions *Partnership programs to enhance access to health services & education	MDM & Local municipalities
Strategic Objectives	Project/Program	Location	Target Date	Budget (in 000)	Source of Funding	Major Activities	Implementing Agent
Social and Environmental Sustainability	- Awareness & Educational Programs - Prevention educational programs - Care-giving support programs - Monitor statistical dynamics	Metsweding	Ongoing & until 2014	R1500	MDM/GPG	*Awareness Programs *Advocacy Programs *VCT Programs *Wellness Programs *Care-giving Support Programs *Analysis of statistics *Policy response	MDM & Local municipalities
	- Policy integration litmus test - Alignment and Coordination programs	Metsweding	By end of FY & until 2014	R50	MDM/GPG	*Develop policy integration litmus test *Interface with all stakeholders, esp. DACE	MDM & Local municipalities
	*Water saving measures *Access Programs and projects *Expansion of FBW program	Metsweding	By end of FY & until 2014	R250	MDM/Local Municipalities	*Develop Strategy for National KPI's implementation *Educational programs *Assist Local Municipalities to access resources & funds to expand FBW program	MDM & Local municipalities

Strategic Objectives	Project/Program	Location	Target Date	Budget (in 000)	Source of Funding	Major Activities	Implementing Agent
Social and Environmental Sustainability	*Tourism Strategy * Marketing Strategy *Communication Strategy *Legacy projects *Youth Volunteer program *Public Viewing Sites (PVS) Development *Football development *Essential services packaging	MDM	By end of FY, by 2009 Confed Tournament & by 2010	R2000	MDM/GPG	*Enter into MOU with Host Cities in GP *Develop strategies & development programs *Launch website *Identify, gain accreditation and develop legacy & PVS projects *Identify youth & engage in volunteer program	MDM & Local municipalities
	Gauteng Carnival	Gauteng	By September 2008	R50	MDM/GPG	*Develop Regional Theme *Identify & prepare dance groups *Carnival branding & costumes	MDM & Local municipalities
	- Development Strategy - Development Program	Metsweding	By end of FY	R200	MDM/Local Municipalities/G PG	*Develop Sport Development Strategy and Plan *Implement Plan	MDM & Local municipalities
	- Development Strategy - Development Program	Metsweding	By end of FY	R200	MDM/Local Municipalities/G PG		MDM & Local municipalities
Advanced Economic Growth	- Agricultural Development - Tourism Development - SMME Development - Industrial Development	Metsweding	By end of FY & ongoing	R?	MDM/GPG		MDM & Local municipalities
	- EPWP - Infrastructure & LED Projects - Community	Metsweding	By end of FY & by 2014	R?	MDM/local municipalities	*Developmental programs *Analysis of impact of projects & programs	MDM & Local municipalities

	- empowerment programs • Preferential Procurement						
	• EPWP • Infrastructure & LED Projects • Community empowerment programs • Poverty-alleviation programs • Preferential Procurement	Metsweding	By end of FY & by 2014	R?	MDM/local municipalities	*Developmental programs *Analysis of impact of projects & programs *Develop Anti-poverty strategy	MDM & Local municipalities
Strategic Objectives	Project/Program	Location	Target Date	Budget (in 000)	Source of Funding	Major Activities	Implementing Agent
Optimised Infrastructural Services	Development Communication	Metsweding	Ongoing	As above (R100)	MDM/GPG	*Community-centred communication strategy Development	MDM & Local municipalities
Organisational Excellence	• Planning Capacity • Research Capacity • Knowledge Management (KM) capacity • Training & Skills Development • Internal Communication • Corporate Branding	Metsweding	By end of FY & ongoing	R400	MDM/GPG	*Advance IGR structures *Implement Planning & Decision-making Cycle *Capacity-building on Planning, KM, Research & Communication *Develop Corporate Brand	MDM & Local municipalities
	• Gender balancing • Competency and professionalism development	Metsweding	By end of FY	R200	MDM/GPG	*Affirm women in key posts *Capacity building programs for staff & Councilors	MDM & Local municipalities

Strategic Objectives	Project/Program	Location	Target Date	Budget (in 000)	Source of Funding	Major Activities	Implementing Agent
	Inclusion of youth, women, children, disability and aged in departmental Programs	Metsweding	By end of FY	R100	MDM/GPG	*Workshop on mainstreaming *Elaborate programs & projects i.t.o. impact on cross-cutting issues	MDM & Local municipalities
	Promotion of ethical conduct	Metsweding	By end of FY			*Workshops on ethical issues	MDM & Local municipalities
	- Relevant Communication Strategies on basis of Framework & Plan - Communication Unit - Communication infrastructure & resources	Metsweding	By end of FY	R400	MDM/Local Municipalities/G PG	*Develop capacity to develop communication strategy on an ongoing basis *Establish Communications Unit *Identify & solicit Communication infrastructure and resources	MDM & Local municipalities

Table 36.2: MDM SPEAKER'S OFFICE PROJECTS/PROGRAMMES 2008/09

Strategic Objectives	Projects/Programmes Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Co-operative Governance and Transformation	Council outreach	District	Quarterly	R50 000	MDM	Roving Council Meetings and Community meetings	Speakers Office
	Community consultation meetings/sessions	District	30 June 2009	R30 000	MDM	Clustered Wards community meetings	Speakers Office
	Ward Committees Training	District	30 Sept 2008	R100 000	MDM/DBSA	One Training Workshop	Speakers Office
	State of the District Address	District	30 March 2009	R100 000	MDM	Special Open Council Meeting	Speakers Office
	Councilors Training	District	30 Sept 2008	R250 000	MDM/SETA	One Training Program	Speakers Office
	Training of MPAC Members	District	31 March 2009	R100 000	MDM/DLG	One Training Workshop	Speakers Office/DLG
Social and Environmental Attainment	Public education programs	District	30 June 2009	R20 000	MDM	Energy Saving Plans / Programmes	Speakers Office
	Public awareness campaigns	District	31 Dec 2008	R50 000	MDM	Petitions Campaign	Speakers Office

Table 36.3: MDM DEVELOPMENT PLANNING & ENVIRONMENTAL MANAGEMENT PROJECTS 2008/2009

Strategic Objective	Project Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Advanced Economic Growth	IDP, PM, Budget, SDBIP Framework and process plan	District	August 2008	R 40 000	MDM	IDP Framework and Process Plans to be developed and adopted by council	MDM
	IDP status quo analysis	District	October 2008			Baseline information available need to be updated	MDM
	IDP strategy review	District	December 2008			Strategy Map to be reviewed to guide development	MDM
	IDP Projects	District	January 2009			Funded and Non funded projects identified need for review	MDM
	Establishment of IDP steering committee	District	August 2008			Steering committee to be established	MDM
	Draft Reviewed Integrated Development Plan (document)	District	March 2009			All phases of the IDP process to be consolidated and finalised	MDM

Social & Environmental Attainment	Development of rural & urban regeneration strategy	District	March 2009	R 250 000	MDM/MSIG	Develop rural & urban strategy	MDM
Social & Environmental Attainment	Development of District Open Space System (DOSS)	District	May 2009	R 300 000	MDM/MSIG	Development and Implementation of DOSS	MDM
Social & Environmental Attainment	Development of Air Quality Management Plan	District	May 2009	R 450 000	MDM/MSIG	Collaboration with GDACE & DEAT in the development of the plan	MDM
Social & Environmental Attainment	Environmental awareness and campaigns	District	May 2009	R 150 000	MDM/MSIG	Do environmental awareness and campaigns on conservation, recycling, pollution, greening	MDM
Social & Environmental Attainment	Development of Environmental Management Framework (EMF)	District	June 2009	R385 000	MDM/MSIG	ToR to be developed and develop EMF	MDM
Social & Environmental Attainment	Mining Development Plan	District	March 2009	R50 000	MDM/MSIG	Development of the situational analysis of the mining sector in the District	MDM

Social & Environmental Attainment	Botle Ke Botho (BKB) programme	District	December 2008	R250 000	MDM/MSIG	To promote environmental awareness in the District	MDM
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Table 36.4: MDM INFRASTRUCTURE SERVICES PROGRAMMES/ PROJECTS 2008/2009

Strategic Objective	Programme/Project Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Optimised Infrastructure Services	Housing provision	Metsweding District area	31 March 2009	R87.5m	Gauteng Department of Housing	Building of top structure	Gauteng Department of Housing
	Housing provision	Metsweding District area	31 March 2009	R20.4m	Gauteng Department of Housing	Formalizing informal settlements, construction of infrastructure, beneficiary admin.	Gauteng Department of Housing

Table 36.5: MDM ECONOMIC DEVELOPMENT & TOURISM PROGRAMMES / PROJECTS: 2008/2009

Strategic Objectives	Programme /Project Name	Location	Completion Date	Budgets	Source of funding	Major activities /milestones	Implementing Agent
Advanced Economic Growth	Agricultural Development	District	Ongoing	R390 000	MDM/GDACE	1. Agricultural Development Strategy 2. Implementation of the Agricultural Hub A Plan	MDM
	Tourism Development Strategy	District	Ongoing	R310 000	MDM	1. Product development and Support • Komjekejeke Heritage Site 2. Tourism Grading and Signage 3. Support the operations of the Regional Tourism Organization • Destination marketing and promotion • Investment & Marketing 4. Tourism Events • Komjekejeke Commemoration Day Celebration • Puisano Roving Jazz 5. Tourism Marketing 6. Tourism Capacity Building 7. Information/ Networking Session • Tourism • Agriculture • Cooperatives	MDM

Table 36.6: MDM CORPORATE AND LEGAL SERVICES PROGRAMMES / PROJECTS 2008/2009

Strategic Objective	Programme / Project Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Co-operative governance and transformation	Develop sustainable council administration	MDM	Continuous	R20 000.00	MDM	• Audit and Tracking of all Council Resolutions • Implementing Council Resolutions	Legal Services
	Develop and sustain Customer relationship management competencies for councilors and employees	MDM	On election for councilors and August 2008 for officials	R252 000.00	MDM	• Advertising and recruitment • Induction training for councilors and officials • Capacity training for councilors • Customer care training for employees	Corporate Services /HR
	Develop a high culture within Metsweding District Municipality	MDM	August 2008	R300 000.00	MDM	• Employee Contracts • Job Descriptions for all employees • Performance Agreements for all employees	Corporate Services / PMS

						• Performance Management and Incentive model • Performance Management Assessment implementation Plan	
Co-operative governance and transformation	Sound Governance	MDM	September 2008	R200 000.00	MDM	• Creating data base for all by laws and policies • Contracts Management • Creating Legal Library • Drafting of legal opinions (continuous) • Providing Legal Advice to Council and Litigations • Integrated Fraud Prevention Strategy	Legal Services
	Support and operating systems and procedures for sound	MDM	Continuous	R250 000.00	MDM	• ICT Education • IT Hardware and software • IT Network	ICT

	governance						
Organisational Excellence	Ensure Employee satisfaction, well being and safe working environment	MDM	September 2008	R219 000.00	MDM	• Ensure Occupational Health and Safety Risk and assessment • Safety Representatives and Safety Committee • EAP/AIDS Advisory Committee • EAP Policy, programmes and implementation • Building maintenance, safety clothing, stock and machinery • Vehicle maintenance	Corporate Services /HR/Auxiliary
	Develop multi-skilled and knowledgeable workforce	MDM	December 2008	R150 000.00	MDM	• Bursaries for employees • Develop Human Resource Development Strategy • Draft and	Corporate Services /HR

						formulate Employment Equity Plan and Succession Plan	
Organisational Excellence	Implementation and tracking of electronic documents management systems to suit MDM'S needs	MDM	October 2008	R50 000.00	MDM	Electronic archives, scanner, registry and records systems	Legal Services

Table 36.7: MDM HIV & AIDS PROGRAMMES / PROJECTS 2008/2009

Strategic Objective	Project / Programme Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Social and Environmental Sustainability	Rural/Farm HIV and AIDS Programme	- Kanana - L & J - Phumzile Park - Roodeplaat ward 4 - Roodeplaat Wards 5 - Chris Hani Flats - Dewagensdrift - Donkehoek	Ongoing	R1 424,000	DLG	80 volunteers @ R1500 per month conducting campaigns monthly - Education & awareness - Establishing 8 Support Groups (1per area)	Metsweding
	Door to Door Campaigns	Zithobeni Ekangala Sokhulum Kanana	Quarterly	R800 000	DLG	380 volunteers - Face to face education - Campaign	Metsweding

		BHS Donkerhoek District					
	Child Protection	KLM and NTT	May to June	R200 000	DLG	• Competition for schools and youth out of School • 20 schools participating	Metsweding
Social and Environmental Sustainability	Girls and Boys Camp	KLM and NTT	December 2008	R200 000	DLG	• 1 girls camp and 1 boys camp (100 girls & 100 boys) • Focus group discussion • Group activities • Role plays • Workshop	Metsweding
	NGO Funding	KLM and NTT	First Quarter	R900 000	DLG	• Funding NGOs dealing with HIV and AIDS • 6 NGOs funded	Metsweding
	Indigent Burial	Whole District	Ongoing	R300 000	DLG	• Arrange burial • Request graves from local • 96 indigent buried	Metsweding
	STI TB Candle light Schools Week World AIDS Day	Rust De Venter Balmoral St. Joseph's Onverwacht Zithobeni	Feb March May September December	R1 000 000	DLG	• Commemoration days X 5	Metsweding
Social and Environmental Sustainability	Indigent Burial Policy	MDM	Sep 2008	R50 000	DLG	• Develop Indigent Burial Policy	MDM
	NGO Funding Policy	MDM	Sep 2008	R50 000	DLG	• Develop NGO Funding Policy	MDM

	HIV & AIDS in workplace Policy	MDM	Dec 2008	R50 000	DLG	Review HIV & AIDS in workplace Policy	MDM
	HIV & AIDS Strategy	MDM	Sep 2008	R150 000	DLG	Develop HIV & AIDS Strategy	MDM
	Training of 60 Ward Committee Members on HIV & AIDS	MDM	Sep 2008	R300 000	DLG	Conduct training	MDM
	Increase awareness of HIV & AIDS/STIs in the workplace	MDM	Twice annually or more often	R160 000	DLG	- Awareness Campaigns. - Basic awareness sessions - To make employees aware of VCT - To make employees aware of high risk behaviour - Developing & distributing media etc. Special events, posters, brochures, pamphlets, PLWA talks, email etc. - People living with HIV & AIDS - Train PLWAs as trainers & use them in education and training programmes (where disclosed) - Involve PLWAs in Awareness Campaigns - Develop ongoing awareness and communication strategies	MDM

						5.Affected people (i) promote their positive experiences (ii) use in education & training 6.Review current HR practices/Policies (i) barriers – recruitment, confidentiality (ii) dispute resolution mechanism & procedures (iii) promote non discrimination & equality 7.Act decisively on staff: (i) fears (ii) complaints	
Social and Environmental Sustainability	Promote health – seeking behaviour	MDM	Twice annually or more often	R120 000	DLG	Conduct workshops on HIV& AIDS / STIs (i)Provide information on HIV&AIDS/STI/TB (ii) Discourage employees from high – risk behaviour	MDM

	Communicate workplace EAP, HIV & AIDS programme to all employees	MDM	Ongoing	R40 000	DLG	1. A comprehensive communication strategy 2. Launch of the programme 3. Special events including (i) Information sessions (ii) Roadshow etc 4. Induction Programme of all new employees include information on HIV & AIDS Programme	MDM
	Establish a District HIV Committee	MDM	Monthly	N/A	N/A	Regular meetings of the district HIV Committee	MDM
Social and Environmental Sustainability	Minimize stigmatisation & discrimination in the workplace	MDM	Ongoing	R160 000	DLG	1. Hold workshops (i) encourage staff to reveal fears/prejudices (ii) promote openness 2. Promote need for confidentiality (i) status testing	MDM

Table 36.8: MDM COMMUNITY SERVICES PROGRAMMES / PROJECTS 2008/2009

Strategic Objective	Programme/Project Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Social and Environment Sustainability	Address the substance abuse and criminal activities incidents amongst learners especially at high school level	All identified high school	July 2008 to June 2009	R 20 000-00	District	Conducting awareness campaigns	District in partnership with SAPS, Dept. of Education
	Undertake a comprehensive disaster risk assessment	District	July 2008 to June 2009	R 60 000-00	District	Conduct risk assessment	District
	Provision of disaster risk management funds	District	July 2008 to June 2009	R 40 000-00	District	Providing emergency relief materials	District
	Training of disaster management volunteers	District	July 2008 to June 2009	R 50 000-00	District	Training on fire fighting and first aid	District
	Facilitated registration of Fire Protection Associations	District	July 2008 to June 2009	R 2 000-00	District	Workshops and meetings	District
	Raise general awareness of disaster risk reduction	District	July 2008 to June 2009	R 10 000-00	District	Conduct disaster risk reductions awareness campaigns	District

Table 36.9: MDM FINANCE PROGRAMMES / PROJECTS 2008/2009

Strategic Objective	Programme/Project Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Organisational Excellence	Capacitate Municipal Finance Interns	MDM	July 2008 to June 2009	R500 000-00	MFMA GRANT - NT		MDM

	Capacitate Municipal Finance Interns	MDM	July 2008 to June 2009	R143 000-00	MFMA GRANT - GT		MDM
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UNFUNDED PROJECTS 2008/2009

Table 36.10: MDM SPEAKER'S OFFICE PROJECTS/PROGRAMMES 2008/09

Strategic Objective	Programme/Project Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Advanced Economic Growth	Development of Community Based Plan (CBP)	District	30 June 2009	R500 000	MDM/DLG/DBSA	Compilation and implementation of CBP	Speakers Office/EDT Dept

Table 36.11: MDM DEVELOPMENT PLANNING & ENVIRONMENTAL MANAGEMENT PROJECTS 2008/2009

Strategic Objective	Programme/Project Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Social & Environmental Attainment	Development of District wide Town Planning Scheme	District	June 2009	N/A	N/A	Development and Consolidation of the locals town planning schemes	MDM

Table 36.12: MDM INFRASTRUCTURE SERVICES PROGRAMMES/ PROJECTS 2008/2009

Strategic Objective	Programme/Project Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Optimised Infrastructure Services	Integrated Waste Management Plan (IWMP)	MDM	30 June 2009	R0.9m	MDM	Developing a plan	MDM
	Link Road from Steve Bikoville to Moloto Road	Metsweding DM (Nokeng Tsa Taemane)	31 March 2008	R70.00m	GDPTW	Road Construction	GDPTW
	Kameelfontein Road	Metsweding DM (Nokeng Tsa Taemane)	31 March 2008	R6.2m	GDPTW	Road Construction	GDPTW
	Roodeplat Road	Metsweding	31 March	R2.7m	GDPTW	Road	GDPTW

		DM (Nokeng Tsa Taemane)	2008			Construction	
	Tiegerpoort/Swievelpoort Road in Bronberg	Metsweding DM (Kungwini)	31 March 2008	R6.0m	GDPtrw	Road Construction	GDPtrw
	Waste transfer station	Metsweding DM (Nokeng Tsa Taemane)	30 June 2009	R0.9m	MDM	Construction of a transfer station	MDM
	Waste disposal site	Metsweding	30 June 2009	R9.0m	MDM	Purchasing the land with at least 15 yrs life span	MDM

Table 36.13: MDM ECONOMIC DEVELOPMENT & TOURISM PROGRAMMES / PROJECTS: 2008/2009

Strategic Objective	Programme/Project Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Advanced Economic Growth	Agricultural Development	District	Ongoing	R1 650 000	MDM/GDACE	- Support Emerging Farmers - Extension services - Production inputs - Access to markets & Infrastructure - Agro-processing - Clustering - Value chain - Linkages - Renaissance Farms - Supporting farm with mentors/tra	MDM

						• Demarcate farm units and allocate to project or cooperatives	
	Tourism Development Strategy	District	Ongoing	0		Marketing & Processing Identification and Development of Tourism Routes	MDM
	Industrial Development	District	Ongoing	R550 000		1. Cluster Development • Agro-industries • Investment integration with local conditions • Linkages & Support services 2. Industrial Networking • Establish Representative Forum • Sharing of technology & processes • Coordinating with Metsweding DM & LMs 3. Develop a unique investors package	MEDC

	Enterprise Development	District	Ongoing	0		SMME and Corporate support • Informal trade market • Linkage of businesses with government incentives Information sessions	MEDC
	Economic development capacity building	District	Ongoing	0		Capacitate various forums and stakeholder on Economic development issues in a form of Workshops/training	MEDC

Table 36.14: MDM COMMUNITY SERVICES PROGRAMMES / PROJECTS 2008/2009

Strategic Objective	Programme/Project Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Social and Environmental Sustainability	Prevent violence against women and children	Kungwini & Nokeng Tsa Taemane	July 2008 to June 2009	R 50 000-00	District	Roll out 365 days of activism for no violence against women and children through awareness campaigns	District with Local Municipalities
	Improve road safety, law enforcement and visibility	Kungwini & Nokeng Tsa Taemane	July 2008 to June 2009	R 10 000-00	District	Arrive Alive Campaign Conduct regular patrols and roadblocks	District together with relevant stakeholders
	Increasing awareness and changing behavior around crime	All Police stations	July 2008 to June 2009	R 35 000-00	District together with SAPS	6 Awareness campaigns in all Police Stations and Strengthening of victim	District together with SAPS

						empowerment centers	
						Clear signposts for location	
Social and Environmental Sustainability	Encourage an active, healthy living life-style, realize team building and raise the profile of sports and recreation	District	October	R 200 000-00	District	Prepare athletes for various sporting codes Training sporting codes Coordinators on First Aid	District with Local Municipalities
	To develop arts and provide advocacy, training, education and outreach activity.	District	September	R 50 000-00	District	Training of troops, Costume making, Dance groups and Float making	District with Local Municipalities
	Facilitate talent identification and support sport development	District	July 2008 to June 2009	R 150 000-00	District	Soccer, Netball, Aerobics, basketball, Volleyball, Fun Walk and Run etc Preparing participants for the Indigenous games for the following activities: Dibeke, Diketo, Jukskei, Kgati, Kho-kho, Ncuba, Morabaraba	District
	Capacitate sports officials and administrators to ensure a sound administration	Within the District	July 2008 to June 2009	R 50 000-00	District	Conducting coaching clinics, training referees and administrators	District in consultation with SAFA Metsweding

Table 36.15: MDM CORPORATE AND LEGAL SERVICES PROGRAMMES / PROJECTS 2008/2009

Strategic Objective	Programme/Project Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Social & Environmental Sustainability	Provide information on and access to VCT services for employees	MDM	Ongoing			1. Design strategies to promote the value of VCT 2. Create effective referral mechanisms to community – based VCT sites. 3. Feed results into KAP results Link with EAP for ongoing counselling and support.	MDM
	Promote and popularise the correct and consistent use of male condoms	MDM	Continuous			1. Install condom dispensers in well-known and diverse access points 2. Promote male condoms 3. Include information on the correct and consistent use of male and female condoms and their role in the prevention of HIV infection and re-infection and	MDM

						Monitoring of uptake of condoms	
	Promote awareness of the use of female condoms	MDM	Continuous			Provide information regarding access and the correct use of female condoms	MDM
	Provide a wellness programme for HIV infected and affected employees	MDM	Annually			1. Provide access for employees to state health facilities. 2. Provide access to ongoing counselling at three levels- psychological, spiritual and emotional 3. Ensure a continuum of care by developing relationships with appropriate referral agencies 4. Provide advice on (or referral to) financial planning, and facilitate access to employee benefits	MDM
	Provide access to health Promotions Programmes	MDM	Ongoing			Provide information on available community or	MDM

						home based support 6.2.2 Referral to appropriate resources in the community	
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4.2. Nokeng Tsa Taemane Local Municipality

FUNDED PROJECTS 2008/2009

Table 37: NTTLM Funded Projects 2008/2009

Strategic Objective	Project /Programme Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Infrastructural upgrading and Development	Rayton sewer care works extension	Rayton	June 2009	R7,5m	MIG	Appointment of consultant Appointment of contractor	NTTLM
	Bulk water supply Ext 6	Rayton	June 2009	R1,6m	MIG	Appointment of contractor	NTTLM
	Refilwe Sewer Treatment Works Upgrading	Refilwe	June 2009	R6,5m	MIG	Appointment of consultant Appointment of contractor	NTTLM
	Refilwe Bulk Sewer & Toilet Structures	Refilwe	June 2009	R1,5m	MIG	Appointment of consultant Appointment of contractor	NTTLM
	Onverwacht Toilet Structures Upgrading	Onverwacht	June 2009	R500, 000	MIG	Appointment of consultant Appointment of contractor	NTTLM
	Refilwe Surfacing of	Refilwe	June 2009	R4m	Gautrans	Appointment of consultant	Gautrans

	Roads					Appointment of contractor	
	Refilwe Surfacing of Roads	Refilwe	June 2009	R17m	Gauteng Dept. Housing	Appointment of consultant Appointment of contractor	Gauteng Dept. Housing
	Upgrading of Bulk water supply	Refilwe	June 2009	R2m			
	Roodeplat Bulk Water	Roodeplat	June 2009	R1,5m	Public Private Partnership (PPP)	Appointment of consultant Appointment of contractor	NTTLM
	Electrification of households	Steve Bikoville	June 2009	R11, 3m	DME	Eskom contract	NTTLM
	Conversion of electricity network	Cullinan	June 2009	R4, 385, 000	DME	Appointment of contractor	NTTLM
	Upgrade of Bulk electricity supply	Refilwe	June 2009	R2m	DME	Appointment of contractor	NTTLM
	Upgrade of Bulk electricity supply	Rayton	June 2009	R2m	DME	Appointment of contractor	NTTLM
Promotion of community development	Refilwe early childhood centre	Refilwe	June 2009	R6.6m	Gauteng Social Dev	Appointment of consultant Appointment of contractor	NTTLM

4.3. Kungwini Local Municipality

PROJECTS 2008/2009

Funded capital projects

Table 38.1: KLM Roads and Stormwater Projects 2008/09

ROADS AND STORMWATER	PROJECTS	INTERNAL FUNDING
	WARD 1	
	Upgrading of internal streets from gravel to Tar at Grootfontein	2,500,000
	WARD 2	
	Rehabilitation of surfaced roads	
	WARD 3	
	Upgrading from gravel to tar, internal streets (4km) at Kanana	
	WARD 4	
	Rehabilitation of surfaced roads in BHSbaai	1,000,000
	Rehabilitation of surfaced roads in Riamar-park	1,000,000
	WARD 5	
	Upgrading from gravel to tar, internal street at Zithobeni	2,000,000
	WARD 6	
	Upgrading from gravel to tar, internal street at Zithobeni	2,000,000
	WARD 7	
	Upgrading from gravel to tar, Bus & Taxi route & internal streets at Sokhulumi	2,000,000

	WARD 8	
	Upgrading from gravel to tar, internal street at Ekangala F, G & H	2,000,000
	WARD 9	
	Upgrading from gravel to tar, internal streets at Ekangala Dark City	2,000,000
	WARD 10	
	Upgrading from gravel to tar, internal streets at Ekangala Proper, White Houses & RDP	2,000,000
	WARD 11	
	Rehabilitation of roads, internal street at Ekangala A & part of D	2,000,000
	WARD 12	
	Rehabilitation of roads, internal streets at Ekangala B, C, D & E	2,000,000
	Resealing of Ekangala access road (4km) at Ekangala B, C, D E	0
	WARD 13	
	Upgrading from gravel to tar, internal streets at Rethabiseng	0
	WARD 14	
	Rehabilitation of roads, internal street in BHS	0
TOTAL		20,500,000

38.2: KLM Water & Sanitation Projects 2008/09

<u>WATER AND SANITATION</u>	PROJECTS	INTERNAL FUNDING	MIG FUNDING
	WARD 1		
	Refurbishment of controls at Grootfontein water tower	0	
	WARD 2		
	Upgrading of Olympus water pump station and network upgrade (booster zone)	1,000,000	
	Upgrading of Silver Stream sewer pump station including 1 km of new pipeline	9500,000	
	200mm diameter water pipe to cross Atterbury road for 50m	70,000	
	WARD 3		
	Provision of water and chemical toilets at Boschkop	200,000	
	WARD 4		
	Refurbishment of sewer pump station at Riamar Park	500,000	
	WARD 5		
	Provision of water borne toilet blocks at Zithobeni		3,000,000
	Provision of standpipes within 200m walking distance Zithobeni	100,000	

	Improving safety standards of chlorine treatment of Bronkhorstspruit water treatment plant	500,000	
	WARD 6		
	Provision of water borne toilet blocks at Zithobeni		3,000,000
	Upgrading of sewer pump station	500,000	400,000
	WARD 7		
	Refurbishment of boreholes in rural areas.	500,000	
	Electrification of Sokhulume boreholes	1,865,406	
	WARD 8		
	Provision of additional stand pipes and chemical toilets(F4 and F5)	1,100,000	
	WARD 10		
	Rehabilitation of valves, hydrants and meters	200,000	
	WARD 11		
	Rehabilitation of valves, hydrants and meters at Ekangala	50,000	
	WARD 12		
	Rehabilitation of valves, hydrants and meters at Ekangala	50,000	
	WARD 13		

	Refurbishment of sewer oxidation ponds at Rethabiseng	1,000,000	
	Camera inspection of the sewer reticulation network at Rethabiseng	100,000	
	WARD 14		
	Refurbishment of Railway sewer pump station.	500,000	
	Refurbishment of BHS waste water treatment plant	1,000,000	12,309,794
	Camera inspection of the sewer network in and around CBD	100,000	
	Replacement of Asbestos pipes in BHS	2,000,000	
	Replacement of damaged and stolen manhole covers in Bronkhorstspuit and Masada	1,000,000	
	ALL WARDS		
	Acquisition of one sewer tankers	1,000,000	
	Water treatment works		
TOTAL		21,835,406	18,709,794

38.3: KLM Electricity General Projects 2008/09

<u>ELECTRICITY GENERAL</u>	PROJECT NAME	AMOUNT	FUNDING SOURCE
	Phase 2 11 kV feeder Zithobeni substation	390,000	KLM
	Phase 2 11 kV feeder Masada	920,000	KLM
	Rural infrastructure households		KLM
	Phase 2 Bulk supply Cultura Park	2,500,000	KLM
	24 Streetlights Bronkhorstbaai	0	KLM
	New Electrical Substation Zithobeni	3,000,000	KLM
	Tools	300,000	KLM
	Connections	3,000,000	KLM
TOTAL		10,110,000	

Table 38.4: KLM Development Planning, Housing and Building Inspectorate Projects 2008/09

<u>DEVELOPMENT PLANNING, HOUSING AND BUILDING INSPECTORATE</u>	PROJECT NAME	AMOUNT	FUNDING SOURCE
	LED - AGRI HUB - DE BEERS	2,000,000	De Beers
	Shere offices building	13,000,000	KLM
TOTAL		15,000,000	

Table 38.5: KLM Nature Reserve Projects 2008/09

<u>NATURE RESERVE</u>		
	Ablution facilities	300,000
	Water reticulation	350,000
TOTAL		650,000

Table 38.6: KLM Parks and Cemetery Projects 2008/09

<u>PARKS AND CEMETRY</u>			SOURCE OF FUNDING
	Upgrading regional cemetery	1,500,000	KLM
TOTAL		1,500,000	

Table 38.7: KLM SRACHLIS Projects 2008/09

<u>SRACHLIS</u>		INTERNAL FUNDING	SRAC FUNDING
	Ward 10		
	mobile home library container		400,000
	Ward 3,5,6,8		
	Information resources - modern technology		1,495,000
	Ward 14,13,9,7		
	Recreational facilities for children	500, 000	
	Extension of Rethabiseng Library		500,000
	Swimming pools	300,000	
TOTAL		800,000	2395,000

Table 38.8: KLM Customer Care Services Project 2008/09

Customer Care Services		Amount
	Upgrading and regional Customer Care facilities	850,000
	Suggestion boxes	10,000
TOTAL		860,000

Table 38.9: KLM Funded capital projects from the private sector for the 2008/2009 financial year

Water and Sanitation			
Ward	Description	Amount	Funding
1	New Rand Water connection and water supply pipe in Doornkloof	1,000,000	Bulk Service Contr.
	Supplement supply line from Rand Water connection to Grootfontein reservoir	8,000,000	Bulk Service Contr.
	Construct additional tower at Grootfontein reservoir	5,000,000	Bulk Service Contr.
	Extension of sewerage system in Doornkloof	500,000	Bulk Service Contr.
2	Extension of main sewer from Boardwalk Manor to Ajax and Midas Roads	1,700,000	Bulk Service Contr.
	Upgrade of Olympus pump station and feeder pipe in Achilles and Ajax Rds	1,100,000	Bulk Service Contr.
	New Rand Water connection and water supply pipe north of the N4	3,000,000	Bulk Service Contr.
8	Construction of new Ekangala Wastewater Treatment Works	5,000,000	DWAF, Full project cost over 3 years = R18,000,000
10			
11			
12			
14	Extension of BHS Wastewater Treatment Works from 3.5 to 5 Ml/day	3,000,000	Bulk Service Contr.

	Construction of new main sewer from silos to railway station	2,000,000	Bulk Service Contr.
	TOTAL	30,300,000	
Roads and Stormwater			
Ward	Description	Amount	Funding
2	Construction of stormwater system along Silver Lakes Rd	2,000,000	Bulk Service Contr.
	Reconstruction of portion of Ajax Rd including stormwater	3,700,000	Bulk Service Contr.
14	Upgrade of junction between R513 (Ekangala Rd) with the Zithobeni Rd adjacent to the Misty Hills development	1,500,000	Bulk Service Contr.
	TOTAL	7,200,000	

4.4. SECTOR DEPARTMENTS

FUNDED PROJECTS 2008/2009

Table 39.1: Department of Health Projects 2008/2009

Strategic Objective	Project /Programme Name	Location	Target Date	Budget	Source of Funding	Major Activities	Implementing Agent
Improve nutritional status of the children with special emphasis on breast feeding	Baby Friendly Awareness Day	Dark City CHC	Jul 2008	R20 000	Gauteng Dept. of Health	Giving of information to mothers at the facilities (exclusive breast feeding) Conduction of nutritional education campaign in the CHC	Gauteng Dept. of Health
Increase public understanding on the practice of healthy lifestyle and change the behaviour	Elderly Day (chronic disease awareness day)	KLM	Sep 2008	R50 000	Gauteng Dept. of Health	Ensure that chronic care support groups are functioning well through education. Reduce institutional care from people with chronic diseases and increase community based care Distribution of	Gauteng Dept. of Health

						promotional material to the community Linking of the institutionalized elderly project in Sizanani with the projects of the elderly in the community.	
Improve early detection and intervention for cervical, prostate and breast cancer	Cancer Awareness Day	KLM	Sep 2008	R60 000	Gauteng Dept. of Health	Conduction of the awareness campaign on promotion of breast, prostate and cervical cancer Health education on examination and early detection of different types of cancer.	Gauteng Dept. of Health
	Extension Rethabiseng clinic	KLM	Dec 2009	R2 000 000	Gauteng Dept. of Health		Gauteng Dept. of Health
	Extension Refilwe Clinic to CDC	NTTLM	Dec 2010	R3 000 000	Gauteng Dept. of Health		Gauteng Dept. of Health

Table 39.2: Department of SRAC Projects 2008/2009

Project /Programme Name	Location	Target Date	Budget	Source of Funding	Implementing Agent
Onverwacht Soccer field upgrading	NTTLM	March 2009	R450 000	Dept of SRAC	Dept of SRA

Table 39.3: Department of Housing Projects 2008/2009

Project /Programme Name	Location	Target Date	Budget	Source of Funding	Implementing Agent
Kekana Gardens Ph 1&2	KLM	March 2010	R 1 323 000	Dept. of Housing	Dept. of Housing
Refilwe Ext 6 Ph 1	NTTLM	March 2010	R217 000	Dept. of Housing	Dept. of Housing
Roodeplat	NTTLM	March 2010	R5 628 000	Dept. of Housing	Dept. of Housing
Zithobeni Ext 3 Ph 1	KLM	March 2010	R7 144 000	Dept. of Housing	Dept. of Housing

Table 39.4: Department of Education Projects 2008/2009

Project /Programme Name	Location	Target Date	Budget	Source of Funding	Implementing Agent
Zithobeni PS(Mshuluzane Mayisela PS)	KLM	April 2009	R1 519 000	Dept. of Education	Dept. of Education
Bronkhorspruit Primary School	KLM	June 2010	R5 020 000	Dept. of Education	Dept. of Education
Fan Jan Primary School	NTTLM	June 2010	R5 020 000	Dept. of Education	Dept. of Education
Sikhulisihle Primary School	KLM	June 2010	R5 020 000	Dept. of Education	Dept. of Education
Rethabiseng SS(Shell Case 208)	KLM	Dec 2009	R186 000	Dept. of Education	Dept. of Education

5. INTEGRATION PHASE

To ensure that the identified objectives and strategic programmes are implemented, the integration of the MDM IDP is embedded via three processes:

- Institutional and process integration;
- Spatial/physical integration through specific guidelines and planning process; and
- Measurement integration.

Institutional and Process Integration:

The Strategy Map is an important mechanism in the sense that it has well developed strategies that can integrate the vision to the mission, to the value system, to the objectives, to the strategic goals, to the measurement system to the initiatives (programmes, projects and activities) to the budget. All of this is brought together into a unified systematic approach – management information system

The above is achieved through the answer on what needs to be achieved in terms of the strategy. The strategy map, as indicated before, translates and decodes the vision and mission in specific strategies whereby the “operational strategies” gives clear indication on the how. The strategy map describes the logic of the strategy, showing clearly the strategic goals for the critical internal processes that create value and the intangible aspects required to support them.

The operational strategies, still to be aligned, translates the strategy map into a tangible measurable strategy with specific targets. But, strategic goals and targets will not be achieved simply because they have been identified; the

municipality must launch a management information system that will enable strategy achievement.

The programmes and projects must thus be aligned around the objectives (themes in the Balanced Scorecard methodology) and must be viewed as now totally integrated bundle of projects as opposed to as a group of stand-alone projects. Each objective (theme) should have now a self-contained business case. Once, the management system is fully aligned and automated it should indicate how well the strategies are performing through the scoring of the different measures identified for the programmes and projects.

The ultimate aim of developing an integrated system is to focus and to conduct meaningful reporting on the achievements. The municipality must be able to measure IDP implementation that represents its strategy for long-term value creation. The reason that strategies and IDP's fail in many instances is that true alignment between the strategy and the programmes and projects were not created. The management system should be used to monitor how well the IDP is implemented, what appropriate actions should be taken and to identify the gaps in the management system to inform whether true integration did materialize or not. This institutional management system still needs to be developed for the MDM. True integration must be achieved through a systematic approach whereby the strategic plans are aligned to the operations of the municipality.

Development Integration:

Development integration comprises two elements.

Firstly, a set of spatial development guidelines are provided to direct development in the area and influence the various sectoral plans towards better spatial and developmental alignment.

Secondly, a set of capital development programmes are identified to ensure that sector specific interventions are aligned and integrated at an implementation level.

5.1. Spatial Guidelines

According to the White Paper, municipalities are responsible for formulating the planning frameworks on which all decisions on land development should be based. The White Paper classifies the role of local government into three categories³:

- Spatial Development Framework (SDF), as an integral part of the municipal IDP;
- Decision - making, on land development applications made to local government; and
- Enforcement, of the provisions of land use schemes.

To fulfill its role in spatial planning, local government is required by the Municipal Systems Act (32 of 2000) to prepare a spatial development framework as part of the Integrated Development Planning process. According to the White Paper on Spatial Planning and Land Use Management, this spatial plan must be indicative,

³ IDP Guide Pack – National Department of Provincial and Local Government

showing desired patterns of land use, directions of growth, urban edges, special development areas and conservation areas. This plan should also form the basis for the land use management systems – including a scheme that records land use rights and restrictions – established by local government⁴.

The specific approved or developed sector plans that are applicable to the MDM are:

Spatial Development Framework (SDF), November 2006

Integrated Transportation Plan (ITP), May 2004

Draft Public Transport Feasibility Plan, May 2006

Integrated Waste Management Plan, September 2005

Kungwini and Nokeng Water Services Development Plans, 2005 (still to be approved)

Metsweding Water and Sewer Master Plan Management System, (being finalized)

Housing Development Strategy, 2003

Metsweding Housing Development Plan (still to be approved)

LED Strategy, November 2006

Disaster Framework Policy, March 2008

Risk Assessment Plan, March 2008

⁴ IDP Guide Pack – National Department of Provincial and Local Government

Table 41 indicates the implications of the general development guidelines on the specific sector plans.

Table 40: Implications on Sector Plans

Spatial Guidelines	Spatial Development Framework	Housing Development Strategy	Water Services Development Plan	Disaster Management Plan	Integrated Transport Plan	Environmental Management Plan	LED	Waste Management Plan	Comments
Manage the tourism priority area	•		•	•	•	•		•	Clear environmental and development guidelines are developed to protect the tourism and environmental sensitive areas and ensure optimal development and utilization. Service provision and management will be crucial to the success of this area and the economic contribution to the MDM economy. The relevant services plans, including transportation, and strategies should be geared towards the needs of the tourism strategies and priorities. Waste management should also be a focus.
Manage the agricultural priority area	•		•			•	•		Detail investigations have been completed through the LED strategy. It could become a sector that can contribute to the economic growth of the district and assist with poverty alleviation. Development management guidelines are developed to ensure that inappropriate transition activities do not occur e.g. engineering works, warehousing etc. This sector is however dependent on sustainable water provision and are catered for in the relevant WSDP's.
Contain sprawl	•	•	•		•	•		•	Service delivery will happen in existing developed areas and communities and not be extended beyond the Urban Edge. Discussions surrounding the provincial edge policy are will be

Spatial Guidelines	Spatial Development Framework	Housing Development Strategy	Water Services Development Plan	Disaster Management Plan	Integrated Transport Plan	Environmental Management Plan	LED	Waste Management Plan	Comments
									initiated. The containment of sprawl is dependent on a range of policies and interventions which includes services provision and infrastructure investment. The various transport modes will be planned to service existing and planned development areas. Sensitive environmental areas will be planned and protected.
Strengthen existing economic areas	•	•	•	•	•	•	•	•	Development in these areas will be allowed if complying with a set of development and management, including design, guidelines. Maintain and upgrade services in existing economic areas in terms of current needs as well as future planned development. The existing economic areas will be serviced by a well planned and managed transportation system that connects the areas and ensure that accessibility as optimal. The areas will be developed in terms of clear environmental management guidelines that could include e.g. storm water management, open space planning etc. Economic development in the areas will be according to a comprehensive economic strategy and LED strategy to ensure that the relevant development occurs and that marketing efforts attract the relevant businesses.

Spatial Guidelines	Spatial Development Framework	Housing Development Strategy	Water Services Development Plan	Disaster Management Plan	Integrated Transport Plan	Environmental Management Plan	LED	Waste Management Plan	Comments
Manage and contain residential developments around water bodies	•		•		•	•		•	Maintain and upgrade services in residential areas around water bodies in an environmental sensitive manner to protect the environmental sensitive areas against degradation. The areas will be serviced by a well planned and managed transportation system that connects the areas and ensure that accessibility is optimal. The areas will be developed in terms of clear environmental management guidelines that could include e.g. storm water management, open space planning, light pollution etc. The size of estate areas will need to be managed and it will be ensured as far as possible that these areas do not become isolated pockets of development. Development in these areas should only be allowed if complying to a set of development and design guidelines.
Develop sustainable settlements and Manage and contain informal settlements	•	•	•	•	•	•	•	•	Service level agreements will be reached in terms of the location of the settlements and priority development areas. This will also include standards of infrastructure provision. The areas will to be serviced by a well planned and managed transportation system that connects the areas and ensure that accessibility is optimal. Development will be based on sustainable settlements principles and the needs of especially the elderly, women and the youth should be addressed. Areas will be developed without further degradation of environmental sensitive areas.

Spatial Guidelines	Spatial Development Framework	Housing Development Strategy	Water Services Development Plan	Disaster Management Plan	Integrated Transport Plan	Environmental Management Plan	LED	Waste Management Plan	Comments
Ensure mobility and accessibility	•				•				

The various sector plans adhering to the development guidelines, are important for the integration process. The guidelines become the focus of the plans, therefore ensuring that each sector plan is not done in isolation. Due to the magnitude of information, sector plans are not included in this document and should be referred to for detail information.

While the Spatial Development Framework Plan is not a commitment to implementation (a function ascribed to the integrated development plan), it does provide a means for prioritising actions within the district, which is critical in times of financial and resource restrictions.

The programmes aimed at being promoted in the district are the following:

a) Human Settlement programme: this programme is aimed at improving existing settlements by ensuring that people who are living under poor service conditions enjoy the benefits of improved amenities and services.

Projects:

- Public space and street maintenance
- Sports and recreation facilities development
- Pavement upgrading
- Public space greening project

Priority areas:

- a) Zithobeni
- b) Refilwe
- c) Ekangala
- d) Steve Biko
- e) Rethabiseng

b) Urban and rural opportunities programme: is aimed at making sure that resources and job opportunities are brought within proximity to where people are living.

Projects:

- Rayton commercial development corridor
- Increase densification close to areas with work opportunities
- Business retention by providing reliable services
- Promoting the development of retail opportunities within proximity to townships

c) Housing diversification programme: discourage the development of single income developments by encouraging high income areas in predominant low income areas and low income in predominant high income areas.

Land use management is proposed to be dealt with in the following manner:

- The Metsweding District Open Space System

Principles:

- Environmental protection is aimed at achieving a balance between the natural and the built environment
- The identification of contained areas set aside specifically for agricultural protection
- The protection of high quality soils.

Plan:

- Protect all valuable agricultural land parcels
- Contain development in areas identified as urban
- No urban related land uses will be promoted within the MDOS area.

- Within, the urban areas it is proposed that:

- Security villages be discouraged
- New developments be integrated to existing communities in order to develop a unified urban image
- The integration of income groups must be central to the districts urban agenda
- Access for all communities into the wider environment must be promoted through improved public transportation.

5.2. Land Use Management in the District:

Spatial Planning is a tool that determines what land uses should be encouraged and in which locations, in order to ensure that economic and sustainable development takes place. To ensure that the objectives set in spatial planning are achieved, the management of such land parcels are critical. In the context of the District Municipalities, that management rests with the local municipalities.

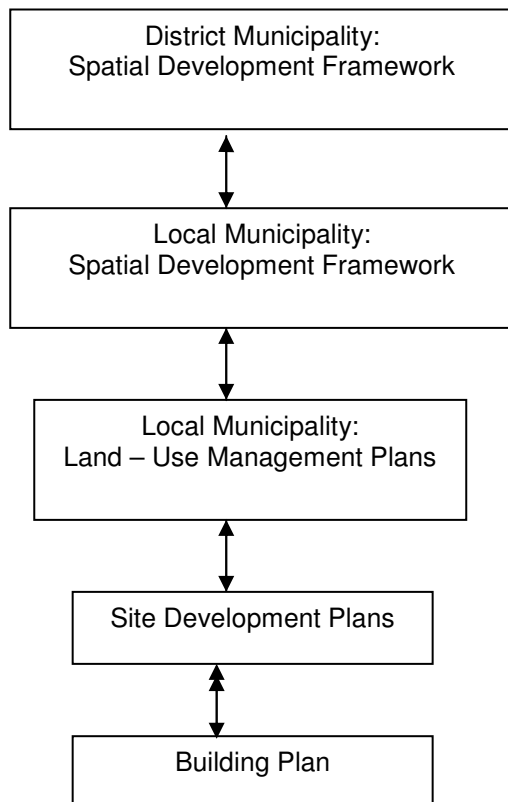
The local municipalities uses the following legislation, policies and land use schemes to manage land use in the district area, the Subdivision of Agricultural Land Act (Act No.70 of 1970) (controls and manages the use and subdivision of agricultural land), the Town Planning and Townships

Ordinance, 1986 (Ord. 15 of 1986) and the Division of Land Ordinance, 1986 (Ord.20 of 1986) are used to manage land in the jurisdiction of the local municipality towns.

These legislative tools are used within the context of the planning hierarchy in the district.

Although in Metsweding there is currently no district spatial development framework plan, the current development of a framework plan will impact on this planning hierarchy.

FIGURE19: Current Local Planning Hierarchy



5.3. Environmental Planning

The SDF contained a District Open Space System (DOSS) that will need to be protected in order to protect the conservation resources that exist in the district and to protect the valuable agricultural land that are found in the district for future generations.

The identification of a planned open-space system within the district is important to ensure that the natural comparative advantage that the district has as a result of its natural and fertile agricultural land resources is retained. The District Open Space System is also important in urban and developed areas to enhance the quality of life of urban dwellers.

The SDF furthermore states DOSS guidelines that are applicable only if the local areas do not have guidelines that relate to DOSS, should they have a local DOSS policy that has been submitted for comment to the District Municipality and supported by GDACE and the MEC for Local Government as part of their SDF, then this policy will not apply. Should such a policy not exist, this policy will apply in all areas of the local municipality. These guidelines will apply:

Planning approval will not be granted for development which would:

- Affect the designated open/green nature of areas
- Impair access to green areas
- Reduce the amenity value of land in the DOSS area

Subject to the above, any approved development within the DOSS area will be expected to serve the open space (i.e. sports facilities, farm buildings or

agricultural holdings). The scale and size of each development must consider the context within which it will be located in the DOSS network.

Development that cannot be justified as appropriate within the DOSS area should not be supported, activities close to the DOSS area that are proven to impair the enjoyment of the DOSS area by people and animals, should not be allowed as well.

Where it is considered necessary to grant approval for the extension of a land use allowed in the DOSS area, permission must be granted for such an extension only if the green space will continue to dominate after such an extension or development has been undertaken.

Subject to the considerations of the above, planning approval should not normally be considered for the following uses within the DOSS area:

- Industry, Retail, Commercial and Warehousing
- Offices
- Parking
- Open storage and dumping of any material or items

Subject to the above and other design and layout planning criteria, the following uses are acceptable in the MDOSS area:

- Golf courses
- Sports pitches
- Nature and other open recreational areas

- Cemeteries
- Agriculture and Horticulture
- Forestry
- Cycleways
- Sewage treatment plants
- Controlled and managed refuse dumps
- Other related uses

NB: The uses are not limited to these and can be extended as far as the GDACE and the relevant Town Planning Scheme allow.

Green Corridors are linear open spaces of 'green' characters and also include water ways. These corridors/water ways often have a strong relationship or link to the bigger DOSS area. All local municipalities should seek to protect, and enhance these areas and improve access to them. For this reason, planning approvals should not be given for developments that will endanger or encroach on these Green Corridors and water ways.

In cases where such approval is granted for the extension of a proved use, it must only be done if the existing Green Corridor will after the development/expansion remain the dominant land use. The District Municipality recognises the importance of protecting existing vegetation and water ways which are positively enhancing the amenity of the local municipalities. In other areas, the District Municipality acknowledges the disparities that exist in relation to the maintenance and provision of green spaces between former white and black areas. It is with this in mind that the DOSS system seeks to protect the

natural environment in the district. Local municipalities are required by the district to manage conservation orders in the protection of trees.

More detailed guidelines for specific areas in the district are included in the SDF.

5.4. Capital Investment Framework

The aim of a CIF is to improve the management of existing infrastructure and services within the municipality. The framework indicates where the municipality should steer the budget for capital projects within a short to medium timeframe and translates into a catalogue of strategies and projects collated from stakeholders and sector departments that are responsible for providing infrastructure and services to the district.

It aims to translate the relevant municipal objectives and goals into implementable development programmes. The programmes are a result of the assessment of the state of the municipality and what will be needed from different areas in the municipality to realize the objectives and goals. Benefits of a programme approach include:

- Identification of commonalities and grouping issues across Administration Regions
- Recognition of unique approaches required for each area or issue
- Facilitation of linkages to other planning processes
- Integration and co-ordination of inputs from various processes
- Comparison of “wish lists” and budget realities is possible
- Identification of short term catalytic initiatives
- Provision of the basis for monitoring of progress and impact

A comprehensive and integrated Capital Investment Framework currently does not exist. It is a process that the MDM and its local municipalities have embarked on through the completion of certain sector plans e.g. a Water Services Development Plan. A comprehensive investment framework will be developed as part of the next review process. For the purposes of this document, the following Capital Development Programmes are identified:

- Tourism Development Programme
- Existing Economic Areas Programme
- Settlements Upgrade Development Programme
- Transportation Development Programme
- Environmental Areas Development Programme

5.5. Measurement

The intention of the MDM is not to only measure progress of implementation, but also progress on achieving its strategic objectives and ultimately, the achievement of its vision.

For this purpose, a set of strategic indicators will be developed as part of the comprehensive Performance Management System (PMS).

Figure 20 shows the overall management process, from vision to implementation. The strategic measurement needs to occur at the level of objectives and strategies.

Figure 20: Overall Management Process

